

# Managing the Challenges of Marketing Technology, Privacy, and Marketplace Threats

Firm and Industry Breakout Report  
Fall 2024

**Deloitte.**



**AM>** | AMERICAN MARKETING  
ASSOCIATION



# Managing the Challenges of Marketing Technology, Privacy, and Marketplace Threats

The 33<sup>rd</sup> Edition of The CMO Survey, Fall 2024

## Survey Sample and Administration

- 2231 marketing leaders at U.S. for-profit companies; 260 responded for a 11.7% response rate—97.2% of respondents are VP-level or above.
- The survey was in the field from September 4-25.

## Survey Reports

- [The Topline Report](#) offers an aggregate view of survey results.
- [The Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time.
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, headcount, and sales.

## Overview of The CMO Survey<sup>®</sup>

- **Mission:** To collect and disseminate the opinions of marketing leaders in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.
- **Administration:** Founded in 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.
- **Sponsors:** Deloitte LLP, Duke University's Fuqua School of Business and the American Marketing Association. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not shared with survey sponsors or any other parties.

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**Topic 1: Macroeconomic Forecasts**

**Are you more or less optimistic about the U.S. economy compared to last quarter?**

N=235	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
3=More	87 37.0%	28 39.4%	26 38.8%	21 29.6%	12 46.2%	27 32.9%	25 35.7%	16 37.2%	10 47.6%	5 45.5%	38 37.3%	48 36.4%
2=No Change	79 33.6%	16 22.5% c	23 34.3%	30 42.3% a	10 38.5%	29 35.4%	27 38.6%	12 27.9%	6 28.6%	3 27.3%	32 31.4%	47 35.6%
1=Less	69 29.4%	27 38.0% d	18 26.9%	20 28.2%	4 15.4% a	26 31.7%	18 25.7%	15 34.9%	5 23.8%	3 27.3%	32 31.4%	37 28.0%
Mean	2.08	2.01	2.12	2.01	2.31	2.01	2.10	2.02	2.24	2.18	2.06	2.08

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 1: Macroeconomic Forecasts**

**Are you more or less optimistic about the U.S. economy compared to last quarter?**

N=235

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
3=More	12 57.1% cdh	4 44.4%	7 23.3% ao	1 12.5% a	3 42.9%	3 33.3%	8 42.1%	5 23.8% a	6 27.3%	0 0.0%	7 41.2%	3 42.9%	15 44.1%	2 25.0%	11 52.4% c
2=No Change	7 33.3%	2 22.2% d	10 33.3% d	6 75.0% bcGmo	3 42.9%	3 33.3%	3 15.8% Dh	11 52.4% g	8 36.4%	1 50.0%	6 35.3%	2 28.6%	9 26.5% d	2 25.0%	6 28.6% d
1=Less	2 9.5% egin	3 33.3%	13 43.3% a	1 12.5%	1 14.3%	3 33.3%	8 42.1% a	5 23.8%	8 36.4% a	1 50.0%	4 23.5%	2 28.6%	10 29.4%	4 50.0% a	4 19.0%
Mean	2.48 Chin	2.11	1.80 Ao	2.00	2.29	2.00	2.00	2.00 a	1.91 a	1.50	2.18	2.14	2.15	1.75 a	2.33 c

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 1: Macroeconomic Forecasts**

**Are you more or less optimistic about the U.S. economy compared to last quarter?**

N=235

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
3=More	11 42.3%	8 40.0%	10 33.3%	10 27.0%	6 37.5%	22 32.8%	18 48.6%	11 34.4%	7 41.2%	16 37.2%	6 35.3%	7 30.4%	10 47.6%	9 37.5%	21 36.2%
2=No Change	7 26.9%	5 25.0%	6 20.0% ef	14 37.8%	8 50.0% c	29 43.3% c	10 27.0%	10 31.3%	3 17.6%	12 27.9%	5 29.4%	11 47.8%	7 33.3%	9 37.5%	22 37.9%
1=Less	8 30.8%	7 35.0%	14 46.7% ef	13 35.1%	2 12.5% c	16 23.9% c	9 24.3%	11 34.4%	7 41.2%	15 34.9%	6 35.3%	5 21.7%	4 19.0%	6 25.0%	15 25.9%
Mean	2.12	2.05	1.87	1.92	2.25	2.09	2.24	2.00	2.00	2.02	2.00	2.09	2.29	2.13	2.10

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01





**Topic 1: Macroeconomic Forecasts**

**Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	234	71	67	71	25	82	69	43	21	11	101	132
Mean	63.77	63.52	63.03	63.68	66.73	64.22	62.79	65.90	58.15	70.73	63.05	64.23
SD	17.53	17.86	17.71	17.65	16.42	17.82	17.44	16.94	20.34	12.48	18.17	17.11

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 **Topic 1: Macroeconomic Forecasts**

**Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.**

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	
N		21	9	30	8	7	9	18	21	22	2	17	7	34	8	21
Mean		65.73	66.11	56.87	68.53	60.14	69.44	61.94	65.07	64.56	57.50	67.19	61.14	65.54	55.00	66.24
SD		15.48	15.96	19.49	21.13	19.46	17.76	15.16	18.98	18.80	31.82	20.85	16.13	16.65	11.65	14.57

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**Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	26	20	30	37	16	66	37	32	17	43	17	23	21	24	57
Mean	65.24	66.76	60.43	59.76	71.13	62.88	65.62	63.17	65.88	64.20	62.66	58.93	64.17	66.04	64.32
SD	18.24	17.69	20.28	17.47	15.26	17.46	15.44	18.46	15.74	19.88	19.02	18.97	19.68	14.59	15.41
				e			d								

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 **Topic 1: Macroeconomic Forecasts**

**Are current inflationary pressures impacting marketing spending levels in your company?**

N=234	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Yes, inflationary pressures are increasing marketing spending levels	37 15.8%	12 16.9%	11 16.7%	10 14.1%	4 15.4%	13 15.9%	10 14.5%	6 14.0%	5 23.8%	3 27.3%	17 16.8%	20 15.2%
Yes, inflationary pressures are decreasing marketing spending levels	114 48.7%	34 47.9%	28 42.4%	40 56.3%	12 46.2%	33 40.2%	39 56.5%	28 65.1%	5 23.8%	5 45.5%	53 52.5%	60 45.5%
No	83 35.5%	25 35.2%	27 40.9%	21 29.6%	10 38.5%	36 43.9%	20 29.0%	9 20.9%	11 52.4%	3 27.3%	31 30.7%	52 39.4%

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 **Topic 1: Macroeconomic Forecasts**

**Are current inflationary pressures impacting marketing spending levels in your company?**

N=234

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes, inflationary pressures are increasing marketing spending levels	8 38.1% chkm	1 11.1%	4 13.3% a	2 25.0%	0 0.0%	3 33.3% h	4 21.1%	1 4.8% af	3 13.6%	0 0.0%	1 6.3% a	2 28.6%	3 8.8% a	1 12.5%	4 19.0%
Yes, inflationary pressures are decreasing marketing spending levels	5 23.8% BCgj	7 77.8% A	20 66.7% A	3 37.5%	2 28.6%	5 55.6%	11 57.9% a	11 52.4%	9 40.9%	2 100.0% a	6 37.5%	3 42.9%	16 47.1%	4 50.0%	10 47.6%
No	8 38.1%	1 11.1% ek	6 20.0% ekm	3 37.5%	5 71.4% bcfg	1 11.1% ek	4 21.1% ek	9 42.9%	10 45.5%	0 0.0%	9 56.3% bcfg	2 28.6%	15 44.1% c	3 37.5%	7 33.3%

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**Topic 1: Macroeconomic Forecasts**

**Are current inflationary pressures impacting marketing spending levels in your company?**

N=234

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Yes, inflationary pressures are increasing marketing spending levels	4 15.4%	3 15.0%	2 6.7%	6 16.2%	2 12.5%	14 21.2%	6 16.2%	5 15.6%	3 17.6%	10 23.3%	1 5.9%	4 17.4%	4 19.0%	1 4.3%	9 15.5%
Yes, inflationary pressures are decreasing marketing spending levels	10 38.5%	10 50.0%	19 63.3%	19 51.4%	10 62.5%	28 42.4%	18 48.6%	13 40.6%	7 41.2%	22 51.2%	11 64.7%	10 43.5%	9 42.9%	11 47.8%	31 53.4%
No	12 46.2%	7 35.0%	9 30.0%	12 32.4%	4 25.0%	24 36.4%	13 35.1%	14 43.8%	7 41.2%	11 25.6%	5 29.4%	9 39.1%	8 38.1%	11 47.8%	18 31.0%

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 **Topic 2: Marketing Budgets**

**Marketing expenses account for what percent of your company's overall budget?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	130	42	40	35	13	53	37	20	11	8	56	74
Mean	10.10	8.66	9.95	12.22	9.55	8.39	10.20	8.63	19.86	12.39	8.77	11.12
SD	8.54	7.55	8.60	9.53	8.41	7.21	9.07	8.47	8.04	7.23	7.97	8.87
						D	D	D	ABC			

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	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	11	5	13	4	7	7	10	12	13	2	10	5	19	3	9
Mean	11.18	13.82	18.09	11.25	14.59	3.21	9.31	8.21	6.67	10.20	11.06	9.82	9.16	11.67	5.46
SD	7.25	11.65	11.49	7.80	9.10	2.58	9.41	6.03	7.84	6.79	8.52	11.61	5.99	11.93	3.78
	fo	f	FhIMO	f	Fo	abCdEjkm		c	C	f	f		Cf		aCe

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**Marketing expenses account for what percent of your company's overall budget?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	14	20	22	9	30	14	25	15	25	9	15	10	11	20
Mean	14.49	9.62	9.29	7.93	9.86	9.35	10.37	15.38	10.41	9.16	9.43	6.41	5.22	11.16	9.39
SD	8.82	7.40	6.59	4.98	11.48	9.34	11.31	9.00	6.79	6.84	6.05	7.60	6.00	11.33	9.74
	cD		a	A				CEFh		A		A	A		a

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 **Topic 2: Marketing Budgets**

**Marketing expenses account for what percent of your company's revenues?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	135	43	41	37	14	52	41	21	12	8	61	74
Mean	7.70	6.13	6.18	10.19	10.39	7.86	8.05	2.88	14.84	7.63	4.23	10.56
SD	11.06	8.09	11.29	12.63	13.24	11.09	11.72	2.60	16.63	6.59	5.09	13.60
						c		aDE	C	C	B	A

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**Marketing expenses account for what percent of your company's revenues?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	11	6	14	3	7	8	11	11	13	2	10	6	18	4	11
Mean	4.94	9.63	12.03	19.13	12.20	2.04	4.91	6.96	4.46	6.75	4.13	13.38	9.33	16.72	3.75
SD	6.12	17.33	12.48 fo	22.56 fko	14.44	2.59	5.99	7.34	12.01	7.42	3.65	19.95	10.39	19.37 o	4.20 cdn

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 **Topic 2: Marketing Budgets**

**Marketing expenses account for what percent of your company's revenues?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	20	14	19	22	11	34	15	24	15	25	10	15	11	11	24
Mean	16.82	9.57	6.74	6.50	4.95	5.68	3.36	17.81	7.00	7.72	6.15	3.00	3.35	3.82	5.35
SD	18.88	8.92	6.01	9.68	4.95	9.69	5.08	18.11	5.00	9.44	5.11	3.45	4.03	6.04	9.60
	cdFg	g	a	a		A	ab	bcEfgH	ae	a		Ab	a	a	A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 2: Marketing Budgets**

**Compared to your company's R&D budget, what is the size of your company's marketing budget?\***

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	139	44	41	40	14	53	44	22	12	8	63	76
Mean	-9.89	-33.86	-11.71	12.25	7.50	-20.57	-9.09	1.14	13.33	-8.75	-22.86	0.86
SD	49.77	43.36	46.43	46.49	56.32	46.56	48.70	53.18	56.78	49.41	44.53	51.58
Median	-15.00	-50.00	-10.00	20.00	30.00	-30.00	0.00	5.00	50.00	0.00	-30.00	0.00
		bCD	ac	Ab	A	d			a		B	A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

\*Negative numbers mean that the R&D budget is x% larger than the marketing budget and positive numbers mean that the marketing budget is x% larger than the R&D budget.

 **Topic 2: Marketing Budgets**

**Compared to your company's R&D budget, what is the size of your company's marketing budget?\***

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	11	6	15	4	7	8	10	11	14	2	11	6	19	4	11
Mean	3.18	-20.00	42.00	10.00	-28.57	-21.25	-12.50	-40.00	-32.86	0.00	9.09	24.17	-47.37	-37.50	21.82
SD	51.78	55.50	30.05	49.67	31.32	52.22	51.81	31.30	50.30	98.99	43.92	49.84	19.96	37.75	41.91
Median	2.50	-40.00	55.00	20.00	-15.00	-30.00	-20.00	-45.00	-50.00	1.00	0.00	60.00	-50.00	-10.00	30.00
	chM	C	aBEFGHIk	hM	Cl	C	Cm	aCdKLO	CkIO	m	cHiM	eHiM	ACDgjKLO	Co	eHiMn
			MN												

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

\*Negative numbers mean that the R&D budget is x% larger than the marketing budget and positive numbers mean that the marketing budget is x% larger than the R&D budget.



**Topic 2: Marketing Budgets**

**Compared to your company's R&D budget, what is the size of your company's marketing budget?\***

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	14	20	22	11	36	15	25	15	26	10	15	10	13	25
Mean	12.86	-4.29	-20.00	-21.36	-5.45	-10.14	-19.33	15.20	-16.00	-20.38	-5.00	-31.33	12.00	-35.38	-5.00
SD	49.91	54.73	46.57	46.93	38.57	55.04	43.87	51.49	40.67	52.19	56.22	30.44	52.45	43.13	49.31
Median	0.00	0.00	-30.00	-30.00	0.00	-10.00	-17.50	15.00	-20.00	-30.00	-30.00	-25.00	30.00	-50.00	2.50
	cd		a	a				cEG		a		Af	eg	Af	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

\*Negative numbers mean that the R&D budget is x% larger than the marketing budget and positive numbers mean that the marketing budget is x% larger than the R&D budget.



**Topic 2: Marketing Budgets**

**By what percent has your marketing spending changed in the prior 12 months?**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Overall marketing spending	142 5.84 22.31	44 8.28 22.20	46 5.67 24.28	37 5.52 23.20	15 -0.07 12.81	56 5.21 21.58	40 3.77 20.43	22 5.27 20.81	13 9.22 29.97	8 14.08 31.44	63 4.83 18.24	79 6.64 25.18
Digital marketing spending	142 11.07 24.40	44 14.09 22.40	46 11.20 24.39	37 8.86 29.56	15 7.30 15.48	56 11.90 20.24	40 10.05 24.01	22 9.50 27.87	13 9.62 33.69	8 16.25 34.63	63 7.60 16.47	79 13.84 29.04

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 2: Marketing Budgets**

**By what percent has your marketing spending changed in the prior 12 months?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Overall marketing spending	12 6.57 29.15	6 6.45 11.83	14 8.95 28.05	5 1.80 6.02	7 19.67 29.22	7 1.05 28.00	11 12.11 20.69	12 2.12 24.67	15 5.33 15.17	2 -7.50 3.54	11 7.27 19.67	6 0.00 8.94	20 7.04 23.12	4 15.08 36.08	10 -7.30 16.32
Digital marketing spending	12 4.83 21.33	6 5.98 13.15	14 14.21 31.53	5 2.00 4.47	7 31.43 47.14	7 5.00 14.43	11 16.32 23.29	12 12.50 18.53	15 14.53 17.52	2 -5.00 7.07	11 3.36 4.18	6 -3.33 19.15	20 16.85 31.49	4 18.25 14.29	10 5.00 27.89

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 2: Marketing Budgets**

**By what percent has your marketing spending changed in the prior 12 months?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Overall marketing spending	21 12.06 21.49	15 4.28 34.52	20 6.39 26.04	24 10.79 24.60	10 -0.03 14.51	36 2.94 18.27	15 0.73 10.05	25 8.64 19.91	15 13.87 33.80	26 8.83 25.92	11 13.49 27.83	16 1.22 18.64	12 -3.29 15.93	13 4.23 11.70	24 -0.34 16.38
Digital marketing spending	21 15.43 30.32	15 2.00 32.12	20 14.40 26.19	24 17.58 23.30	10 3.39 10.00	36 8.36 22.41	15 11.23 15.50	25 10.08 23.79	15 24.33 36.00	26 9.88 16.28	11 23.26 32.57	16 12.38 13.20	12 2.50 22.91	13 11.15 18.39	24 2.90 26.13

h  
b

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 2: Marketing Budgets**

**Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area. Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Digital marketing spending	131 12.66 13.24	43 14.05 12.04	38 13.98 14.16	37 10.70 14.13	13 9.81 11.86	53 12.52 13.02	37 13.62 13.00	20 12.40 14.41	11 14.09 10.44	8 11.00 18.70	59 11.29 11.98	72 13.79 14.17
Overall marketing spending	130 8.59 13.66	42 9.38 16.30	39 10.59 14.31	35 7.45 11.02	14 3.49 7.20	52 7.81 14.51	38 9.51 13.74	18 4.78 9.15	12 13.55 13.94	8 12.57 16.52	60 7.86 14.09	70 9.22 13.36
New product introductions	120 8.05 13.00	40 11.96 13.97 B	36 4.42 8.17 A	34 7.71 14.61	10 6.71 14.97	45 7.63 12.39	37 11.09 14.13	18 5.28 10.07	11 7.55 18.20	7 5.00 8.66	54 6.21 11.53	66 9.57 13.99
Brand building	127 7.02 11.85	42 9.53 12.28	37 6.23 12.14	35 5.69 11.00	13 4.77 11.85	49 5.07 9.60	37 9.39 14.11	20 4.40 8.50	12 11.42 13.98	7 10.87 16.00	56 4.28 10.24 b	71 9.19 12.64 a
Customer relationship management	122 6.90 8.61	40 8.19 8.65	36 6.14 8.84	34 6.85 9.28	12 5.00 5.64	45 6.62 8.23	36 6.81 7.94	19 8.10 10.94	13 9.60 9.59	7 3.57 4.76	55 6.36 8.34	67 7.34 8.87
Customer experience spending	121 5.59 8.52	40 7.84 9.24 b	35 3.78 7.36 a	33 5.75 9.12	13 3.08 6.33	46 5.45 8.71	35 6.42 9.16	19 4.58 7.57	12 6.53 9.26	7 4.29 7.87	52 5.87 8.48	69 5.37 8.61
New service introductions	116 4.27 7.66	38 4.07 7.98	35 7.51 9.35 C	32 1.59 4.65 B	11 2.45 3.36	44 5.64 8.67	35 4.17 7.50	17 1.47 5.23	11 2.36 3.38	7 7.14 10.75	51 3.27 6.86	65 5.05 8.19
Traditional advertising spending	124 0.79 10.77	40 2.26 11.49	37 -1.64 8.93	34 2.41 11.56	13 -1.09 10.84	48 -0.68 11.52	37 1.49 12.07	18 -0.83 7.52 e	12 2.92 7.22	7 7.86 10.75 c	56 -0.53 9.18	68 1.87 11.88

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 2: Marketing Budgets**

**Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area. Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).**

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Digital marketing spending	11 13.91 9.90 K	5 8.80 8.70	14 15.36 13.05 k	3 20.00 20.00 k	7 9.72 20.80	6 5.00 10.00	11 12.32 14.24	12 16.09 12.16 K	14 14.14 11.14 k	2 2.50 3.54	9 3.22 3.70 AcHimno	5 8.78 20.83	20 13.15 12.72 k	4 20.76 19.22 k	8 17.25 15.24 k	
Overall marketing spending	11 10.96 15.01	5 4.60 4.56	13 11.51 13.32 f	3 8.33 10.41	7 8.57 10.29	6 -4.73 13.58 chi	11 9.68 13.52	12 11.47 13.61 f	13 6.92 7.51 f	2 0.00 7.07	10 10.30 13.64	5 10.60 14.98	20 8.73 14.85	4 6.15 27.83	8 9.70 18.76	
New product introductions	8 5.00 9.26	5 13.42 19.79	14 8.29 17.09	2 2.50 3.54	7 5.29 8.50	6 0.83 4.92	9 9.12 15.78	11 10.64 15.07	13 10.38 11.27	2 0.00 0.00	8 2.38 5.29	5 4.00 8.94	18 11.62 13.92	4 14.77 21.97	8 6.88 11.00	
Brand building	9 12.79 14.37 fh	5 4.40 6.27	14 11.65 13.51 fh	4 6.25 11.09	7 13.16 15.96 fh	6 -5.08 10.19 aceiM	10 2.30 8.92	11 1.36 7.10 acem	14 10.08 13.77 f	2 0.00 7.07	9 2.56 3.47	5 11.00 17.46	19 7.47 7.24 Fh	4 12.77 19.46	8 6.88 11.93	
Customer relationship management	8 6.50 8.99	5 4.00 6.52	14 7.50 10.14	4 3.75 4.79	7 2.86 7.56	6 4.17 9.17	9 5.33 8.86	11 6.36 8.69	13 10.99 9.92	2 2.50 3.54	8 3.88 7.38	5 8.00 8.37	18 7.61 8.18	4 8.25 6.24	8 12.23 10.20	
Customer experience spending	9 7.38 10.31	5 2.00 2.74	13 5.77 8.62	4 3.75 4.79	7 4.06 10.73	6 1.67 7.53	10 6.74 10.70	10 5.84 9.22	13 7.31 9.71	2 5.00 0.00	7 1.00 1.91 n	5 4.00 6.52	18 6.78 9.00	4 14.10 12.58 k	8 4.38 4.96	
New service introductions	8 5.63 9.04	5 3.00 6.71	13 1.92 5.60	3 3.33 2.89	7 3.71 9.39	6 7.50 10.84	9 6.75 9.82	10 5.88 9.02	13 3.46 5.91	2 0.00 0.00	7 3.43 7.46	5 6.00 8.94	17 5.04 9.09	4 1.25 2.50	7 2.86 5.67	
Traditional advertising spending	9 0.89 13.17	5 2.20 4.15	13 6.45 15.69 f	3 -1.67 2.89	7 0.00 0.00	6 -9.76 13.38 ci	10 -1.90 6.31	12 -2.08 9.40	13 1.54 7.47 f	2 2.50 10.61	9 0.00 0.00	5 2.00 4.47	18 -0.07 11.86	4 10.45 18.92	8 3.35 14.86	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 2: Marketing Budgets**

**Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area. Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Digital marketing spending	18 13.23 16.37	13 18.39 18.82	20 12.65 11.72	24 11.79 11.50	10 10.40 9.30	33 13.54 13.52	12 7.88 8.18	22 13.69 15.50	15 14.87 13.41	24 13.67 12.81	11 8.45 8.05	16 15.38 11.22	12 6.67 9.85	11 14.82 14.30	20 11.22 15.97
Overall marketing spending	18 10.20 11.83 g	13 13.60 20.28	19 8.95 13.31	24 9.55 14.89	10 7.80 8.53	33 7.52 14.41	12 2.58 4.58 a	21 11.87 13.77	15 6.11 15.58	24 10.28 16.09	11 5.18 7.08	16 13.29 14.41	12 6.47 15.12	11 6.82 11.89	20 5.34 10.80
New product introductions	17 9.95 14.55	13 8.09 18.67	17 9.35 11.47	20 4.10 7.32	10 10.21 14.72	32 10.44 14.08	10 1.50 4.74	20 9.41 16.83	14 8.71 10.71	21 9.39 15.70	10 5.00 8.50	15 8.81 12.19	12 5.00 10.66	11 12.27 11.04	17 4.83 12.36
Brand building	18 7.44 9.73	14 5.54 15.72	17 4.53 8.40	23 8.18 11.40	10 10.11 14.01	32 9.29 13.31	12 1.42 8.43	21 9.48 11.69	13 3.12 12.41	24 6.88 11.82	11 7.91 8.49	16 9.76 12.22	12 3.33 8.88	11 6.36 13.25	19 7.06 14.36
Customer relationship management	18 6.88 10.43	15 10.80 10.37	16 6.44 7.28	21 6.81 7.79	10 6.00 5.68	31 7.09 8.70	10 3.00 8.23	21 8.14 10.27	13 6.60 9.96	24 7.29 7.12	10 9.00 8.10	15 7.67 8.42	12 2.48 8.81	10 7.00 7.89	17 6.18 8.57
Customer experience spending	18 4.28 7.47	13 7.72 10.35	15 4.80 8.40	21 6.66 9.00	9 2.56 3.54	32 7.09 9.85	12 3.08 5.88	20 6.85 9.98	13 3.23 6.76	21 6.75 8.94	11 6.67 8.01	14 3.81 7.98	12 2.78 9.23	11 8.00 9.90	19 5.63 7.24
New service introductions	17 5.06 8.44	13 4.29 9.21	16 5.25 7.64	20 4.94 7.74	9 4.11 7.72	30 4.29 8.04	10 0.50 1.58	19 3.68 6.63	13 8.15 10.05	22 5.22 8.59	10 4.00 5.68	14 4.55 9.04	11 1.36 5.05	10 8.08 9.60	17 0.29 1.21
Traditional advertising spending	18 0.17 1.29 eG	13 4.66 12.14 g	16 1.88 12.89	23 2.12 12.55 g	10 2.50 4.22 aG	31 -0.06 13.17	12 -5.67 5.60 AbdE	20 1.99 7.20	13 -0.38 13.14	23 6.25 14.27 eh	11 2.73 8.75	16 -2.81 8.75 c	12 0.83 9.00	10 -2.80 10.57	19 -2.53 9.45 c

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 2: Marketing Budgets**

**How do your company’s budgets for customer acquisition and customer retention compare?\***

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B	B2B	B2C	B2C	0%	1-10%	11-49%	50-99%	100%	Yes	No
		Product	Services	Product	Services	A	B	C	D	E	A	B
	A	B	C	D	A	B	C	D	E	A	B	
N	140	42	41	42	15	53	43	21	13	8	62	78
Mean	-19.57	-11.67	-17.32	-27.74	-25.00	-16.42	-18.14	-12.38	-33.85	-38.75	-17.98	-20.83
SD	36.80	42.13	28.55	38.86	32.57	39.08	27.47	47.84	36.86	30.91	37.01	36.82
Median	-10.00	0.00	0.00	-30.00	0.00	-5.00	0.00	0.00	-35.00	-40.00	-10.00	-10.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

\*Negative numbers mean that the acquisition budget is x% larger than the retention budget and positive numbers mean that the retention budget is x% larger than the acquisition budget.

 **Topic 2: Marketing Budgets**

**How do your company’s budgets for customer acquisition and customer retention compare?\***

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	11	5	15	5	7	7	11	12	14	2	11	5	20	4	11
Mean	-32.73	-10.00	-43.67	-14.00	-28.57	-32.86	-22.27	-19.17	6.43	-35.00	-9.09	-12.00	-21.50	-15.00	-6.36
SD	35.24	28.28	30.38	31.30	41.40	51.87	35.59	26.10	37.34	49.50	35.06	16.43	38.70	43.59	38.02
Median	-20.00	0.00	-55.00	0.00	-10.00	-45.00	-15.00	0.00	0.00	1.00	0.00	0.00	-30.00	0.00	0.00
	i	c	bhkl	o				c	aCm		c	c	i		c

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

\*Negative numbers mean that the acquisition budget is x% larger than the retention budget and positive numbers mean that the retention budget is x% larger than the acquisition budget.



**Topic 2: Marketing Budgets**

**How do your company’s budgets for customer acquisition and customer retention compare?\***

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	20	15	20	24	10	37	13	24	16	27	10	15	12	13	23
Mean	-6.00	-45.33	-21.75	-10.00	-37.50	-16.49	-19.23	-19.17	-18.75	-26.85	-35.00	-21.33	-17.50	-5.00	-13.48
SD	36.33	36.42	36.75	39.89	33.93	32.85	33.53	33.61	48.43	39.50	39.79	27.22	40.25	25.17	36.26
Median	0.00	-55.00	0.00	0.00	-50.00	0.00	-15.00	0.00	0.00	-30.00	-40.00	-10.00	-10.00	0.00	0.00
	Be	ADF		B	a	B					g			d	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

\*Negative numbers mean that the acquisition budget is x% larger than the retention budget and positive numbers mean that the retention budget is x% larger than the acquisition budget.



 **Topic 2: Marketing Budgets**

**What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
...of your marketing budget do you currently spend on social media?	137 12.07 11.85	43 7.91 8.28 C	43 10.62 10.36 C	37 18.62 13.49 AB	14 11.95 14.55	55 9.91 10.65	40 13.14 12.66	19 14.18 14.06	12 16.00 9.45	8 8.50 7.62	59 10.18 9.68	78 13.50 13.15
...will you spend in the next 12 months?	136 14.23 13.67	43 10.38 11.16 C	43 12.48 11.96 C	36 20.93 15.18 AB	14 14.23 16.54	55 11.76 12.04	40 16.69 15.83	18 15.79 15.49	12 16.83 8.81	8 9.38 6.65	59 12.77 12.22	77 15.36 14.67
...do you predict you will spend in five years?	133 19.12 15.60	42 15.57 14.53 C	41 17.49 13.67 c	36 25.24 16.47 Ab	14 18.84 18.61	53 16.69 13.69	39 22.45 18.95	18 19.06 15.25	12 19.42 11.00	8 15.00 11.95	59 17.77 14.25	74 20.20 16.61

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 2: Marketing Budgets**

**What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years**

Number Mean SD	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
...of your marketing budget do you currently spend on social media?	12 9.50 7.86 BC	4 29.09 18.20 AGHIKmoA	14 27.92 14.09 FGHIKIMn O	4 13.00 14.47	7 15.17 14.79	7 13.57 11.44 c	11 7.41 5.82 BC	12 7.58 7.67 BC	15 7.40 7.35 BC	2 10.00 0.00	11 7.73 7.48 BC	5 13.40 9.76 c	20 9.52 12.15 bC	4 11.75 7.68 c	9 9.56 7.11 bC
...will you spend in the next 12 months?	12 11.58 8.60 bC	4 32.58 21.88 aGhiKmoA	14 32.18 15.94 dfGHIKIM O	4 13.00 14.47 c	7 18.29 16.04	7 14.00 11.12 c	11 8.23 4.23 BC	12 10.42 10.01 bC	15 10.34 12.75 bC	2 15.00 7.07	11 8.73 7.79 BC	5 15.40 11.10 c	20 10.91 14.15 bC	4 14.50 11.45	8 11.00 7.23 bC
...do you predict you will spend in five years?	11 16.18 9.40 BC	4 47.45 15.37 AdefGHIK MnO	14 34.99 18.77 AfGHIKM	4 14.25 16.50 b	7 25.14 15.00 bk	6 16.67 10.80 Bc	11 14.86 8.93 BC	12 15.08 13.72 BC	14 13.74 15.48 BC	2 25.00 21.21	11 11.00 9.33 BCe	5 22.40 16.70	20 15.24 15.42 BC	4 17.00 8.52 b	8 20.00 11.02 B

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



## Topic 2: Marketing Budgets

### What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
...of your marketing budget do you currently spend on social media?	19 11.65 13.75	14 11.66 13.72	21 8.69 6.62	23 9.83 9.72	9 13.80 13.93	37 13.85 12.24	13 13.86 12.40	24 15.19 13.53	15 9.90 9.13	25 9.17 11.78	9 9.56 8.23	16 9.31 7.02	12 18.28 15.45	13 12.71 11.79	23 12.67 12.88
...will you spend in the next 12 months?	19 12.97 15.22	14 13.80 14.07	21 10.60 8.38	23 11.78 11.22	9 15.91 15.61	36 16.18 13.92	13 17.47 17.22	24 17.35 15.33	15 10.90 8.73	25 11.65 13.77	9 9.67 7.25	16 14.26 13.28	12 20.01 17.35	13 15.38 13.30	22 14.05 14.71
...do you predict you will spend in five years?	19 16.15 16.98	14 18.43 14.08	20 16.67 13.38	23 14.43 12.62	9 23.60 20.33	35 21.68 14.69	12 23.70 18.78	24 21.08 17.91	15 14.63 9.36	24 15.85 15.63	9 14.11 15.12	16 19.65 15.74	12 24.98 18.15	12 24.58 14.22	21 19.11 15.56

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 2: Marketing Budgets**

**Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance.\***

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
<b>Current brand budget</b>												
N	132	41	39	39	13	50	40	20	12	7	55	77
Mean	-18.83	-10.98	-16.79	-27.05	-25.00	-7.50	-31.75	-10.50	-25.00	-37.14	-18.36	-19.16
SD	33.18	37.14	27.83	31.39	36.97	29.78	29.97	41.23	31.48	22.89	32.18	34.09
Median	-10.00	-5.00	-5.00	-25.00	-20.00	0.00	-30.00	0.00	-30.00	-30.00	-10.00	-10.00
		c		a		Be	Ac	b		a		
<b>Ideal brand budget</b>												
N	123	40	36	36	11	51	36	18	11	5	52	71
Mean	0.85	2.50	6.67	-2.08	-14.55	4.90	-7.50	12.22	-1.82	-5.00	1.35	0.49
SD	28.61	30.95	22.55	28.97	33.28	26.03	28.12	35.41	25.62	21.79	25.36	30.94
Median	0.00	0.00	0.00	0.00	-5.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00
			d		b	b	ac	b				

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

\*Negative numbers mean that the short-term performance budget is x% larger than the long-term brand building budget and positive numbers mean that the long-term brand building budget is x% larger than the short-term brand performance budget.

 **Topic 2: Marketing Budgets**

**Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance.\***

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Current brand budget															
N	12	5	16	4	6	5	10	11	15	2	10	5	18	4	9
Mean	-25.00	-20.00	-25.31	-42.50	-6.67	-28.00	-5.00	-15.00	-0.67	-40.00	-19.00	-26.00	-18.89	-31.25	-26.67
SD	26.11	46.90	35.75	29.86	36.15	21.68	36.51	27.29	40.44	42.43	29.61	38.47	29.08	39.66	28.72
Median	-30.00	5.00	-5.00	-50.00	0.00	-20.00	5.00	0.00	0.00	1.00	-20.00	-10.00	0.00	-5.00	-20.00
Ideal brand budget															
N	11	4	15	4	5	5	10	12	12	2	8	5	19	4	7
Mean	-7.27	20.00	0.67	-10.00	8.00	12.00	3.00	-10.00	14.17	-10.00	6.25	2.00	-4.74	-12.50	7.86
SD	29.70	16.33	33.05	49.67	22.80	33.47	29.83	17.58	41.22	28.28	14.08	26.83	29.13	9.57	12.86
Median	0.00	20.00	0.00	0.00	10.00	25.00	10.00	0.00	30.00	1.00	10.00	10.00	0.00	-10.00	5.00
		Hn						Bko			hn			bko	hn
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01															

\*Negative numbers mean that the short-term performance budget is x% larger than the long-term brand building budget and positive numbers mean that the long-term brand building budget is x% larger than the short-term brand performance budget.

 **Topic 2: Marketing Budgets**

**Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance.\***

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

Current brand budget

N	17	13	21	22	10	36	12	22	15	25	11	13	11	13	22
Mean	-8.82	-33.85	-21.43	-9.77	-3.00	-26.11	-16.67	-22.27	-19.67	-14.60	-5.45	-16.15	-22.73	-22.69	-23.64
SD	38.22	33.30	30.01	35.61	29.17	28.61	35.51	37.28	36.47	31.85	40.09	27.25	25.33	27.58	36.46
Median	0.00	-50.00	0.00	0.00	0.00	-20.00	-10.00	0.00	-10.00	-7.50	5.00	-10.00	-15.00	-10.00	-20.00
		e				bf	e								

Ideal brand budget

Mean	7.86	-5.38	-3.75	1.82	10.00	1.88	-2.00	-0.79	0.71	2.50	9.09	-4.00	-15.00	15.00	-1.11
SD	31.67	25.70	20.32	29.22	31.94	29.45	34.58	27.20	29.47	26.09	30.15	32.03	35.67	24.68	26.32
Median	0.00	0.00	0.00	0.00	20.00	10.00	10.00	0.00	0.00	10.00	0.00	0.00	0.00	20.00	0.00
			e			c							g	f	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

\*Negative numbers mean that the short-term performance budget is x% larger than the long-term brand building budget and positive numbers mean that the long-term brand building budget is x% larger than the short-term brand performance budget.

 **Topic 2: Marketing Budgets**

**When year-to-date profits are lower than expected, what percent of the time do company executives cut expenses versus work to grow revenues?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	136	42	40	40	14	52	40	21	12	8	60	76
Mean	5.81	0.00	12.25	-0.25	22.14	10.96	8.00	9.52	-20.00	-15.00	11.17	1.58
SD	53.34	58.77	50.05	52.89	45.94	56.75	51.10	59.54	41.78	38.17	57.11	50.15
Median	0.00	0.00	10.00	0.00	0.00	20.00	10.00	30.00	0.00	-30.00	0.00	0.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Negative numbers mean that growing revenues is the priority x% of the time while positive numbers mean that cutting expenses is the priority x% of the time.

 **Topic 2: Marketing Budgets**

**When year-to-date profits are lower than expected, what percent of the time do company executives cut expenses versus work to grow revenues?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	12	5	15	4	7	6	10	11	15	2	10	5	20	4	10
Mean	5.00	-4.00	8.00	-12.50	-18.57	48.33	-7.00	-10.91	26.67	-30.00	12.00	24.00	7.00	20.00	-9.00
SD	41.89	61.89	58.46	33.04	33.88	58.11	69.13	51.47	60.32	28.28	45.41	28.81	47.80	54.16	69.51
Median	20.00	20.00	30.00	-10.00	0.00	80.00	0.00	0.00	50.00	1.00	0.00	25.00	0.00	0.00	0.00
					fl	eh		f				e			

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Negative numbers mean that growing revenues is the priority x% of the time while positive numbers mean that cutting expenses is the priority x% of the time.



 **Topic 2: Marketing Budgets**

**When year-to-date profits are lower than expected, what percent of the time do company executives cut expenses versus work to grow revenues?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	18	14	20	23	11	37	12	23	16	25	10	15	12	13	22
Mean	-27.22	8.57	-3.50	11.30	21.82	19.46	0.83	-16.09	-10.63	13.20	-14.00	15.33	13.33	18.46	23.18
SD	35.78	67.69	52.44	57.31	49.76	50.49	51.78	43.35	62.13	58.00	45.26	59.51	57.58	37.60	49.41
Median	-20.00	20.00	10.00	10.00	40.00	30.00	0.00	0.00	10.00	15.00	0.00	35.00	20.00	30.00	30.00
	dEF			a	A	A		gH						a	A

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 **Topic 2: Marketing Budgets**

**When year-to-date profits are lower than expected and the focus is on cutting expenses, how often do company executives cut marketing expenses over other areas? (% of the time)**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	128	39	39	36	14	50	37	19	11	8	57	71
Mean	44.59	49.49	42.95	43.67	37.86	39.90	48.92	55.89	28.18	47.50	50.39	39.93
SD	37.13	37.57	39.76	35.51	34.57	38.66	32.98	37.39	36.49	41.23	36.81	36.99
Median	40.00	50.00	32.50	50.00	25.00	30.00	50.00	50.00	17.50	50.00	50.00	27.50

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 **Topic 2: Marketing Budgets**

**When year-to-date profits are lower than expected and the focus is on cutting expenses, how often do company executives cut marketing expenses over other areas? (% of the time)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	12	5	13	4	7	6	8	11	14	2	10	5	20	4	7
Mean	31.67	24.40	70.38	18.75	30.71	45.00	31.25	37.27	68.21	70.00	43.00	31.00	47.00	37.50	42.86
SD	32.15	31.41	33.45	10.31	41.88	37.68	25.46	37.44	37.14	28.28	41.91	30.90	38.61	35.00	41.62
Median	25.00	21.00	85.00	25.00	17.50	40.00	40.00	45.00	90.00	1.00	30.00	35.00	50.00	50.00	55.00
	Ci	ci	AbDeghl	Cij	ci		ci	c	abdeg	d		c			

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 2: Marketing Budgets**

**When year-to-date profits are lower than expected and the focus is on cutting expenses, how often do company executives cut marketing expenses over other areas? (% of the time)**

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
N	18	13	18	21	11	35	11	22	13	25	9	14	11	13	21
Mean	27.50	51.15	35.28	53.81	49.27	48.00	46.36	29.55	36.92	43.80	44.67	68.21	42.27	35.77	56.90
SD	34.40	36.75	36.03	41.62	38.04	35.88	37.36	34.26	37.22	35.30	43.61	37.29	38.69	33.59	34.84
Median	10.00	62.50	40.00	50.00	50.00	50.00	45.00	20.00	32.50	50.00	50.00	90.00	50.00	35.00	62.50
	d			a				Eh	e	e		Abcg		e	a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Is your company using marketing technology (martech) tools and/or systems?**

N=193	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Yes	148 76.7%	40 75.5%	47 81.0%	44 73.3%	17 77.3%	50 71.4%	47 79.7%	30 85.7%	10 62.5%	9 90.0%	62 77.5%	85 75.9%
No	45 23.3%	13 24.5%	11 19.0%	16 26.7%	5 22.7%	20 28.6%	12 20.3%	5 14.3%	6 37.5%	1 10.0%	18 22.5%	27 24.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Is your company using marketing technology (martech) tools and/or systems?**

N=193

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	16 88.9% i	4 57.1%	19 70.4%	5 83.3%	4 57.1%	7 77.8%	12 80.0%	12 80.0%	9 52.9% am	2 100.0%	11 78.6%	6 85.7%	22 88.0% i	5 83.3%	14 77.8%
No	2 11.1% i	3 42.9%	8 29.6%	1 16.7%	3 42.9%	2 22.2%	3 20.0%	3 20.0%	8 47.1% am	0 0.0%	3 21.4%	1 14.3%	3 12.0% i	1 16.7%	4 22.2%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Is your company using marketing technology (martech) tools and/or systems?**

N=193

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	18 75.0%	11 57.9% fg	21 80.8%	20 71.4%	10 71.4%	45 83.3% b	23 85.2% b	22 71.0%	13 81.3%	27 75.0%	8 61.5% h	13 65.0% h	14 77.8%	16 84.2%	35 87.5% de
No	6 25.0%	8 42.1% fg	5 19.2%	8 28.6%	4 28.6%	9 16.7% b	4 14.8% b	9 29.0%	3 18.8%	9 25.0%	5 38.5% h	7 35.0% h	4 22.2%	3 15.8%	5 12.5% de

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**What percent of your marketing activities use martech tools and/or systems?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	145	39	47	43	16	49	46	29	10	9	61	83
Mean	55.07	51.41	59.68	51.86	59.06	53.31	56.96	50.45	66.50	61.11	56.72	53.92
SD	27.57	27.41	27.27	28.83	25.25	28.10	26.26	27.76	28.29	32.09	26.39	28.66

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 3: Managing Marketing Technology**

**What percent of your marketing activities use martech tools and/or systems?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	16	4	18	5	4	7	11	12	9	2	11	6	21	5	14
Mean	57.69	45.00	53.61	61.00	83.75	39.29	46.36	36.67	43.33	70.00	66.36	60.33	62.62	70.00	54.64
SD	28.63	42.03	30.38	28.81	23.58	19.67	27.94	28.23	25.25	28.28	25.31	24.47	23.16	3.54	27.70
					FgHi	EkMn	e	EkMn	en		fh		fH	Fhi	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 3: Managing Marketing Technology**

**What percent of your marketing activities use martech tools and/or systems?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	18	11	20	20	10	43	23	22	13	26	8	13	14	15	34
Mean	60.83	62.27	51.50	57.00	40.50	54.23	56.43	59.32	53.08	57.77	65.00	46.92	57.14	53.00	51.85
SD	28.61	25.04	28.52	27.60	24.32	28.83	26.47	26.02	33.64	27.65	19.09	26.34	27.37	31.67	27.59

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Considering all the martech tools purchased by your company, what percent is your company currently utilizing in its operations?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	141	39	47	40	15	49	44	27	10	9	60	80
Mean	51.53	53.51	51.79	48.88	52.67	52.22	55.50	48.70	48.50	42.78	51.87	51.30
SD	33.44	33.46	34.10	34.89	29.99	35.51	33.80	32.82	31.10	31.63	33.79	33.60

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

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	Industry Sector														
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N	16	4	16	5	4	6	11	12	9	2	11	6	21	5	13
Mean	54.94	28.00	55.31	53.00	63.75	32.83	52.73	21.75	54.44	62.50	66.82	48.33	60.71	44.00	53.62
SD	32.84	48.19	32.84	31.14	35.44	31.81	33.72	22.31	27.32	53.03	29.69	31.25	30.26	33.62	42.14
	H		H	h	h	k	h	ACdegIKM o	H		fH		H		h

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Considering all the martech tools purchased by your company, what percent is your company currently utilizing in its operations?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	18	11	20	19	10	42	21	22	13	26	7	12	14	15	32
Mean	55.28	57.27	50.00	49.26	42.20	48.69	58.95	55.91	58.46	48.08	52.29	33.17	52.86	56.93	52.13
SD	27.68	30.03	33.87	39.84	30.45	35.86	31.57	27.24	35.50	34.41	45.26	31.09	33.27	37.07	33.03
								e				a			

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**How much impact are your current martech tools having on your company's performance? (1=Not at all - 7=A Great Deal)**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	145	39	47	42	17	49	47	29	10	8	62	82
Mean	4.81	4.87	4.49	4.90	5.35	4.71	4.85	4.97	4.60	4.75	4.85	4.77
SD	1.44	1.54	1.35	1.45	1.32	1.29	1.53	1.52	1.71	1.49	1.38	1.49
			d		b							

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**How much impact are your current martech tools having on your company's performance? (1=Not at all - 7=A Great Deal)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	16	4	18	5	4	7	12	12	9	2	11	6	21	5	13
Mean	4.56	2.75	5.00	5.80	5.25	3.43	4.92	3.83	4.22	4.50	5.09	5.00	5.48	5.00	5.54
SD	1.46	1.26	1.28	1.64	0.96	1.51	1.24	1.03	1.86	0.71	0.94	1.41	1.12	1.41	1.51
	bmaCdeGKIMn O		Bfh	bfH	bh	cdgkMO	Bfh	cDegKMO	m		BfH	b	aBFHi	b	BFH

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**How much impact are your current martech tools having on your company's performance? (1=Not at all - 7=A Great Deal)**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	18	11	19	20	10	44	23	21	13	26	8	13	14	15	35
Mean	4.72	5.82	4.68	4.85	3.70	5.05	4.52	4.86	5.00	4.88	4.75	4.54	4.57	4.87	4.86
SD	1.71	1.33	1.34	1.18	1.34	1.49	1.20	1.71	1.35	1.63	0.71	1.20	1.50	1.64	1.33
		cdEG	b	be	Bdf	e	B								

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 3: Managing Marketing Technology**

**Is there is a gap between the actual payoffs of martech and your hopes for these payoffs?**

N=144	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Yes	79 54.9%	25 65.8%	25 53.2%	21 48.8%	8 50.0%	24 51.1%	23 48.9%	19 65.5%	7 70.0%	6 66.7%	31 50.0%	47 58.0%
No	65 45.1%	13 34.2%	22 46.8%	22 51.2%	8 50.0%	23 48.9%	24 51.1%	10 34.5%	3 30.0%	3 33.3%	31 50.0%	34 42.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Is there is a gap between the actual payoffs of martech and your hopes for these payoffs?**

N=144

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	10 62.5%	3 75.0%	10 55.6%	1 20.0%	3 75.0%	3 42.9%	7 58.3%	7 58.3%	5 55.6%	1 50.0%	7 63.6%	2 33.3%	13 65.0%	2 40.0%	5 38.5%
No	6 37.5%	1 25.0%	8 44.4%	4 80.0%	1 25.0%	4 57.1%	5 41.7%	5 41.7%	4 44.4%	1 50.0%	4 36.4%	4 66.7%	7 35.0%	3 60.0%	8 61.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Is there is a gap between the actual payoffs of martech and your hopes for these payoffs?**

N=144

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	10 58.8%	7 63.6%	13 65.0%	8 42.1%	6 60.0%	19 43.2% g	16 69.6% f	13 61.9%	7 53.8%	13 52.0%	4 50.0%	8 61.5%	8 57.1%	7 46.7%	19 54.3%
No	7 41.2%	4 36.4%	7 35.0%	11 57.9%	4 40.0%	25 56.8% g	7 30.4% f	8 38.1%	6 46.2%	12 48.0%	4 50.0%	5 38.5%	6 42.9%	8 53.3%	16 45.7%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Rate the extent of this gap? (1% underperform relative to expectations – 100% underperform)**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	76	25	24	20	7	23	22	18	7	6	29	46
Mean	39.95	38.52	42.71	38.65	39.29	38.83	35.14	40.28	61.43	35.83	38.55	40.61
SD	18.63	14.71	23.64	16.78	19.88	21.49	12.96	16.93	18.64	17.44	15.43	20.65
						d	D	d	aBce	d		

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Rate the extent of this gap? (1% underperform relative to expectations – 100% underperform)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	10	3	10	1	3	3	6	7	5	1	7	1	13	2	4
Mean	49.00	46.67	35.00	10.00	45.00	33.33	39.67	40.00	57.00	50.00	27.86	50.00	36.15	46.50	37.50
SD	14.49	15.28	12.47	---	25.98	12.58	20.61	25.33	26.83	---	19.97	---	15.16	33.23	8.66
	ck		ai						c		a				

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**Rate the extent of this gap? (1% underperform relative to expectations – 100% underperform)**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	10	7	13	8	6	18	14	13	7	13	4	8	8	7	16
Mean	42.50	33.57	49.23	27.88	45.00	39.72	37.71	39.23	47.14	42.15	41.25	36.25	48.13	34.29	35.50
SD	26.90	8.52	18.47	18.76	10.00	18.03	16.76	24.31	15.24	14.44	21.75	26.15	13.08	16.44	17.13
		ce	bd	c	b										

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**What percent of your marketing budget do you spend on marketing technology?**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Current	141	39	46	41	15	49	43	28	10	9	59	81
	18.96	19.21	20.68	18.00	15.65	19.66	19.77	16.46	22.30	16.22	18.89	19.12
	17.56	17.02	17.64	18.03	18.59	16.66	19.26	16.89	25.02	7.64	17.20	18.01
1 year future	138	38	44	41	15	47	42	28	10	9	57	80
	22.83	23.92	24.98	20.90	19.07	24.13	23.00	20.46	24.30	21.11	23.40	22.56
	19.08	18.89	18.77	18.68	22.24	18.06	21.11	19.13	24.73	10.54	19.69	18.83
5 years future	138	38	44	41	15	47	42	28	10	9	57	80
	31.69	34.05	35.25	27.71	26.17	33.97	32.29	26.82	30.50	30.56	33.12	30.76
	23.48	23.84	22.97	21.26	29.09	23.59	26.28	20.65	27.23	16.09	24.50	22.97

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 3: Managing Marketing Technology**

**What percent of your marketing budget do you spend on marketing technology?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Current	16	4	18	5	4	5	11	11	9	2	11	6	21	5	13
	13.81	6.25	18.17	15.60	31.25	9.00	19.70	15.27	27.22	27.50	15.68	22.00	23.19	14.80	23.23
	10.46	4.79	18.03	19.48	29.83	6.52	19.01	8.91	24.76	17.68	8.20	19.75	21.13	12.26	21.96
1 year future	16	3	18	5	4	5	11	11	9	2	11	5	20	5	13
	17.00	6.67	21.94	17.60	33.75	12.40	24.09	21.09	33.00	30.00	17.55	32.40	26.85	16.40	27.00
	12.47	5.77	17.96	23.90	27.80	7.99	22.64	9.12	26.29	14.14	9.71	21.65	23.01	16.20	23.09
	i	h						b	a						
5 years future	16	3	18	5	4	5	11	11	9	2	11	5	20	5	13
	24.38	20.00	31.00	30.00	37.50	23.00	33.14	30.45	43.33	52.50	23.55	43.60	36.05	18.60	35.77
	18.54	18.03	19.31	34.46	31.75	18.91	26.70	14.40	26.69	10.61	13.75	29.41	28.99	28.85	25.32
	i								ak	k	ij				

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01




 **Topic 3: Managing Marketing Technology**

**What percent of your marketing budget do you spend on marketing technology?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Current	18 23.14 24.60 f	11 17.09 8.19	20 23.35 18.34 f	20 27.45 24.52 Fg	10 18.00 17.51	41 13.88 10.03 acD	21 14.46 14.07 d	22 23.48 22.09 fh	13 23.92 20.56 fh	26 21.96 20.62 f	8 29.38 23.06 Fh	13 14.69 9.69	14 9.00 7.25 abcDg	14 21.29 15.51 f	31 13.70 11.76 abd
1 year future	17 27.41 24.68 f	11 20.73 11.87	20 27.20 20.62 f	20 31.60 23.48 F	9 22.78 20.63	41 16.90 13.31 acD	20 19.15 17.20	21 26.95 22.60 f	13 28.46 20.65 fh	26 26.12 22.13 f	8 31.25 22.95 fh	12 19.08 10.33	14 13.07 10.48 abcdg	14 26.36 20.67 f	30 16.83 14.45 bd
5 years future	17 39.82 26.62 f	11 30.91 18.55	20 38.75 26.75 f	20 40.55 25.05 Fg	9 32.78 22.93	41 23.49 19.53 acD	20 25.63 21.22 d	21 38.67 25.12 fH	13 37.69 23.77 fh	26 38.85 26.62 fH	8 39.50 25.51 h	12 25.17 11.38	14 19.86 19.45 abc	14 36.21 25.13 h	30 21.95 18.92 AbCdG

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Current	193	54	57	59	23	69	59	36	16	10	81	111
	13.06	13.37	16.86	10.05	10.61	10.87	13.81	13.86	15.69	18.00	11.35	14.29
	17.30	18.67	18.98	13.70	17.07	12.76	19.99	18.90	20.66	19.32	14.98	18.85
			c	b								
Next three years	193	54	56	60	23	69	59	36	16	10	81	111
	34.48	32.59	41.25	29.87	34.43	30.22	37.46	35.89	30.44	45.50	34.78	34.16
	24.39	25.62	25.98	20.32	25.18	21.50	27.22	22.84	26.92	28.13	24.91	24.21
			C	B		e				a		

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 4: Use of AI in Marketing**

**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Current	18 15.17 21.85	8 12.25 16.83	25 11.16 11.76 e	6 17.17 26.80	7 25.71 23.70 chIo	8 8.88 9.03	15 11.67 13.97	15 8.60 13.55 e	18 5.72 8.05 Elm	2 2.50 3.54	14 13.93 16.66	7 15.00 9.13 i	25 21.80 25.82 io	6 17.17 24.38	19 8.21 8.96 em
Next three years	18 38.33 21.21 io	7 45.43 36.89 o	26 34.81 19.47 io	6 26.83 29.97	7 40.71 36.56	8 31.88 26.58	15 33.00 20.07	15 24.33 20.69 kM	18 21.94 20.94 acKM	2 22.50 3.54	14 43.21 21.80 hIO	7 38.57 28.09	25 47.20 28.21 HIO	6 40.00 29.83	19 23.42 14.34 abcKM


Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Current	25 14.00 16.52	19 7.16 6.85	24 17.25 26.10	30 11.70 14.30	14 14.50 19.24	54 13.76 18.40	26 12.42 13.11	30 13.33 16.88	17 19.12 22.31	35 9.97 15.36	14 15.00 21.12	19 10.05 13.57	18 12.22 22.38	19 19.63 20.39	41 11.02 12.14
Next three years	24 34.79 25.77	19 26.42 20.42 e	25 36.20 28.73	30 28.00 19.46 e	14 42.64 24.79 bd	54 38.52 26.47	26 32.50 20.80	30 34.50 22.79	17 38.82 28.37	35 31.63 24.81	14 29.79 25.23	19 30.79 22.69	18 30.28 24.82	19 44.21 28.93	41 35.73 21.75

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic activities in your company?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=No impact	48 25.3%	15 28.3%	9 15.8%	18 30.5%	6 28.6%	20 29.0%	13 22.8%	9 25.7%	4 25.0%	2 20.0%	17 21.8%	31 27.9%
2	43 22.6%	11 20.8%	11 19.3%	17 28.8%	4 19.0%	13 18.8%	17 29.8%	6 17.1%	3 18.8%	2 20.0%	20 25.6%	23 20.7%
3	28 14.7%	10 18.9%	8 14.0%	8 13.6%	2 9.5%	10 14.5%	6 10.5%	6 17.1%	4 25.0%	2 20.0%	13 16.7%	14 12.6%
4	21 11.1%	6 11.3%	7 12.3%	6 10.2%	2 9.5%	8 11.6%	8 14.0%	3 8.6%	1 6.3%	1 10.0%	9 11.5%	12 10.8%
5	36 18.9%	5 9.4% Bd	17 29.8% Ac	8 13.6% b	6 28.6% a	12 17.4%	8 14.0%	9 25.7%	4 25.0%	2 20.0%	15 19.2%	21 18.9%
6	9 4.7%	3 5.7%	5 8.8%	1 1.7%	0 0.0%	4 5.8%	3 5.3%	1 2.9%	0 0.0%	1 10.0%	3 3.8%	6 5.4%
7=A great deal	5 2.6%	3 5.7%	0 0.0%	1 1.7%	1 4.8%	2 2.9%	2 3.5%	1 2.9%	0 0.0%	0 0.0%	1 1.3%	4 3.6%
Mean	3.01	2.92	3.47 C	2.59 B	3.10	2.99	2.96	3.11	2.88	3.20	2.97	3.03

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 4: Use of AI in Marketing**

**How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic activities in your company?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=No impact	5 29.4% m	1 12.5%	7 26.9% m	2 33.3% m	3 42.9% m	3 37.5% m	2 14.3% i	6 42.9% kM	9 50.0% gklM	0 0.0%	1 7.1% hi	0 0.0% i	1 4.0% acdefHIno	2 33.3% m	6 31.6% m
2	5 29.4%	2 25.0%	7 26.9%	1 16.7%	1 14.3%	0 0.0%	5 35.7%	3 21.4%	4 22.2%	0 0.0%	2 14.3%	1 14.3%	7 28.0%	1 16.7%	4 21.1%
3	2 11.8%	1 12.5%	3 11.5%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	2 14.3%	0 0.0% klmo	0 0.0%	4 28.6% i	2 28.6% i	6 24.0% i	1 16.7%	6 31.6% i
4	1 5.9%	0 0.0%	4 15.4%	1 16.7%	0 0.0%	2 25.0%	2 14.3%	1 7.1%	2 11.1%	0 0.0%	3 21.4%	2 28.6%	2 8.0%	0 0.0%	1 5.3%
5	3 17.6%	3 37.5%	3 11.5% j	2 33.3%	2 28.6%	2 25.0%	3 21.4%	2 14.3%	2 11.1% j	1 100.0% cimo	3 21.4%	2 28.6%	4 16.0% j	2 33.3%	2 10.5% j
6	1 5.9%	0 0.0%	1 3.8%	0 0.0%	1 14.3%	1 12.5%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	3 12.0%	0 0.0%	0 0.0%
7=A great deal	0 0.0%	1 12.5%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	0 0.0%
Mean	2.71	3.75	2.85	3.00	3.00	3.38	3.14	2.29 klm	2.33 km	5.00	3.57 hio	3.71 ho	3.72 hio	2.83	2.42 klm


Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic activities in your company?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=No impact	8 32.0%	7 36.8%	7 29.2%	10 33.3%	1 7.1%	10 19.6%	5 19.2%	11 35.5%	4 23.5%	11 32.4%	4 28.6%	3 15.8%	6 33.3%	1 5.9%	8 20.0%
2	4 16.0%	2 10.5%	5 20.8%	6 20.0%	4 28.6%	11 21.6%	10 38.5%	5 16.1%	3 17.6%	6 17.6%	3 21.4%	5 26.3%	4 22.2%	5 29.4%	12 30.0%
3	3 12.0%	1 5.3%	2 8.3%	6 20.0%	4 28.6%	9 17.6%	3 11.5%	3 9.7%	2 11.8%	3 8.8%	1 7.1%	7 36.8%	3 16.7%	4 23.5%	5 12.5%
4	3 12.0%	3 15.8%	3 12.5%	2 6.7%	2 14.3%	4 7.8%	4 15.4%	5 16.1%	1 5.9%	5 14.7%	1 7.1%	1 5.3%	3 16.7%	2 11.8%	3 7.5%
5	5 20.0%	5 26.3%	4 16.7%	4 13.3%	2 14.3%	12 23.5%	4 15.4%	5 16.1%	4 23.5%	6 17.6%	3 21.4%	2 10.5%	2 11.1%	3 17.6%	11 27.5%
6	2 8.0%	1 5.3%	2 8.3%	2 6.7%	0 0.0%	2 3.9%	0 0.0%	2 6.5%	2 11.8%	3 8.8%	1 7.1%	1 5.3%	0 0.0%	0 0.0%	0 0.0%
7=A great deal	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 7.1%	3 5.9%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	2 11.8%	1 2.5%
Mean	2.96	3.00	3.08	2.67	3.29	3.29	2.69	2.81	3.47	2.94	3.21	2.84	2.50	3.53	3.03

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**What percent of the time is your company using generative AI in its marketing activities?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	193	54	57	60	22	69	59	36	16	10	80	112
Mean	11.10	11.72	16.74	7.58	4.55	10.04	11.25	9.86	13.75	18.50	10.71	11.43
SD	14.35	17.63	16.94	6.72	6.28	13.05	16.55	7.58	17.27	22.49	12.39	15.70
			CD	B	B							

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01




 **Topic 4: Use of AI in Marketing**

**What percent of the time is your company using generative AI in its marketing activities?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	18	8	26	6	7	8	14	15	18	2	14	7	25	6	19
Mean	9.83	11.88	8.65	9.17	12.86	6.75	6.93	5.93	7.94	2.50	18.36	9.29	22.80	14.67	6.95
SD	14.39	16.24	7.66	8.01	19.76	8.24	6.23	5.04	12.41	3.54	14.04	9.32	25.58	10.23	6.82
			KM			k	Km	Kmn	km		CfGHIO		Cghio	ho	Kmn

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**What percent of the time is your company using generative AI in its marketing activities?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	25	19	25	30	14	53	26	31	17	35	14	19	18	19	40
Mean	14.40	8.68	15.52	10.57	6.07	11.23	8.92	11.94	17.35	12.17	8.71	8.53	8.22	14.26	8.70
SD	17.99	14.74	22.53	9.34	6.84	13.83	6.72	15.20	21.53	17.84	9.96	6.55	14.38	16.81	7.54
									h						b

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**Rate how the use of any type of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company when using AI:**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Higher sales productivity	179	52	54	52	21	67	53	32	15	10	73	106
	6.63	5.65	8.67	6.48	4.14	6.81	7.04	7.03	1.67	10.20	7.22	6.22
	8.42	7.38	9.44	8.57	6.96	7.81	9.38	8.38	4.50	10.56	9.33	7.75
						d	d	d	abce	d		
Lower marketing overhead costs	185	53	56	55	21	69	54	34	15	10	76	108
	8.94	8.96	13.63	6.05	3.95	8.14	11.00	8.00	5.40	9.00	9.00	8.94
	13.67	16.06	15.59	9.41	5.60	14.02	14.65	11.45	11.69	11.25	12.41	14.60
			CD	B	B							
Higher customer satisfaction	176	51	54	52	19	66	52	32	15	10	72	103
	6.30	6.80	8.19	4.98	3.16	5.73	8.04	6.78	0.67	8.00	7.32	5.59
	11.84	13.61	13.39	9.59	5.82	11.81	12.11	12.90	1.76	15.31	12.60	11.35
							d		b			


Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**Rate how the use of any type of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company when using AI:**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Higher sales productivity	17 5.12 5.78	7 6.71 7.23	22 6.59 8.07	5 6.00 8.94	7 7.86 12.20	8 6.88 10.33	14 5.64 7.82	13 6.62 7.11	17 3.53 8.62	1 10.00 ---	13 6.54 7.47	7 13.00 14.54	24 8.63 8.68	6 9.17 11.14	18 5.22 7.14
Lower marketing overhead costs	17 7.76 10.98	7 7.86 18.68	24 7.88 11.14	5 4.00 5.48	7 1.43 3.78 n	8 11.88 13.08 O	14 7.00 8.76	14 9.00 9.77 o	18 6.72 15.97	1 5.00 ---	14 14.50 16.56 O	7 7.14 9.06	25 17.00 21.26 O	6 13.17 11.79 eO	18 2.56 3.50 FhKMN
Higher customer satisfaction	17 9.71 18.91	7 4.29 9.32	23 5.22 7.61 k	4 2.50 5.00	7 2.14 3.93	8 5.00 7.07	14 5.29 11.01	13 4.69 6.22	17 5.88 16.61	1 5.00 ---	14 13.21 15.89 co	6 10.83 15.30	22 6.59 11.99	6 5.00 7.04	17 3.71 7.59 k

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 4: Use of AI in Marketing**

**Rate how the use of any type of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company when using AI:**

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Higher sales productivity	25 7.20 8.43	17 3.06 4.58	23 7.17 8.64	25 6.64 9.07	12 6.42 8.71	50 7.20 9.08	26 7.15 8.46	29 6.38 7.89	16 7.81 9.12	32 7.13 8.97	11 5.91 8.01	17 6.35 6.59	17 2.18 4.99	18 9.83 11.48	39 6.69 8.27
Lower marketing overhead costs	25 10.60 19.22	18 6.56 9.88	23 12.22 17.41	28 6.93 11.33	13 8.38 13.62	51 10.35 13.68	26 6.12 6.96	30 10.17 18.36	16 11.25 16.18	33 8.61 12.95	12 9.42 15.21	19 7.68 13.03	17 6.29 10.75	18 13.33 14.35	40 6.97 9.59
Higher customer satisfaction	23 5.43 11.57	17 0.59 1.66 efg	23 6.09 12.52	27 6.63 12.48	12 7.67 11.07	49 7.80 13.72	25 7.20 11.08	27 5.00 10.92	16 3.75 5.00	33 5.85 13.44	11 11.36 15.34	18 7.67 14.99	16 2.81 7.52	18 8.33 14.35	37 7.08 10.54

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**Considering your company's digital marketing transformation, how would you rate your company's progress to date?**

N=178	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Nascent: Early steps to design and visualize transformation	26 14.6%	8 16.0%	10 18.2%	6 10.9%	2 11.1%	11 17.2%	8 14.3%	4 12.5%	3 21.4%	0 0.0%	10 13.5%	16 15.4%
Emerging: Build non-integrated digital elements	101 56.7%	27 54.0%	34 61.8%	30 54.5%	10 55.6%	34 53.1%	37 66.1%	17 53.1%	7 50.0%	4 44.4%	42 56.8%	59 56.7%
Integrated: Fully integrate digital investments across company	42 23.6%	12 24.0%	10 18.2%	15 27.3%	5 27.8%	14 21.9%	11 19.6%	10 31.3%	3 21.4%	4 44.4%	20 27.0%	22 21.2%
Institutionalized/Established: Leverage digital investments to drive and evaluate marketing decisions	9 5.1%	3 6.0%	1 1.8%	4 7.3%	1 5.6%	5 7.8%	0 0.0%	1 3.1%	1 7.1%	1 11.1%	2 2.7%	7 6.7%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**Considering your company's digital marketing transformation, how would you rate your company's progress to date?**

N=178

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Nascent: Early steps to design and visualize transformation	0 0.0% defhiJo	0 0.0%	3 13.6%	1 25.0% a	2 28.6% a	2 22.2% a	1 7.7%	4 28.6% a	4 26.7% a	1 50.0% A	2 15.4%	0 0.0%	2 8.0%	0 0.0%	4 23.5% a
Emerging: Build non- integrated digital elements	15 83.3% ceijmO	4 57.1%	11 50.0% al	2 50.0%	2 28.6% agl	6 66.7%	10 76.9% eo	7 50.0% 1	7 46.7% al	0 0.0% al	9 69.2%	7 100.0% cehijmO	11 44.0% al	4 80.0%	6 35.3% AgL
Integrated: Fully integrate digital investments across company	3 16.7%	3 42.9%	6 27.3%	1 25.0%	3 42.9%	1 11.1%	1 7.7%	2 14.3%	4 26.7%	1 50.0%	2 15.4%	0 0.0%	9 36.0%	1 20.0%	5 29.4%
Institutionaliz- ed/Established: Leverage digital investments to drive and evaluate marketing decisions	0 0.0%	0 0.0%	2 9.1%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 12.0%	0 0.0%	2 11.8%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**Considering your company's digital marketing transformation, how would you rate your company's progress to date?**

N=178

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Nascent: Early steps to design and visualize transformation	5 23.8%	3 17.6%	5 20.8%	3 10.7%	1 7.1%	5 10.0%	4 17.4%	5 19.2%	3 17.6%	6 19.4%	1 7.1%	5 25.0% f	0 0.0% e	2 11.1%	4 11.1%
Emerging: Build non-integrated digital elements	10 47.6%	11 64.7%	11 45.8%	13 46.4%	9 64.3%	33 66.0%	14 60.9%	15 57.7%	7 41.2%	17 54.8%	8 57.1%	9 45.0%	11 68.8%	12 66.7%	22 61.1%
Integrated: Fully integrate digital investments across company	6 28.6%	3 17.6%	5 20.8%	11 39.3% f	3 21.4%	9 18.0% d	5 21.7%	6 23.1%	4 23.5%	7 22.6%	5 35.7%	5 25.0%	2 12.5%	4 22.2%	9 25.0%
Institutionalized/Established: Leverage digital investments to drive and evaluate marketing decisions	0 0.0%	0 0.0%	3 12.5%	1 3.6%	1 7.1%	3 6.0%	0 0.0%	0 0.0% bf	3 17.6% a	1 3.2%	0 0.0%	1 5.0%	3 18.8% a	0 0.0%	1 2.8%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 5: Digital Transformation and Privacy**

**What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	179	50	55	55	19	64	56	32	15	9	75	104
Mean	72.04	78.88	64.73	70.47	79.74	74.53	71.57	61.03	76.27	87.78	71.73	72.26
SD	32.40	28.18	36.84	30.84	30.53	34.27	28.72	33.52	33.89	28.52	29.94	34.21
		b	a					e		c		

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?**

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
N	18	7	22	5	7	9	13	14	15	2	13	7	25	5	17
Mean	78.06	57.86	76.77	60.00	59.14	53.89	67.31	71.43	79.33	90.00	68.08	66.43	86.00	84.00	60.71
SD	26.41	42.80	29.74	41.83	44.61	41.59	27.43	28.92	25.35	14.14	42.16	33.13	23.23	30.50	36.79
		m			m	M	m						beFgO		M

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	18	24	28	14	50	23	26	17	32	14	20	16	18	36
Mean	61.90	62.06	79.79	81.07	87.07	71.62	60.57	60.19	71.76	85.31	77.50	76.20	74.69	67.00	65.83
SD	43.05 e	40.05 e	31.15 g	25.29 g	16.08 abG	30.56	29.52 cdE	41.68 C	34.41	25.74 AgH	29.98	30.99	32.17	31.90 c	28.88 C

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**In general, do you think that the opportunity to pursue digital marketing opportunities has drawn your company’s attention away from marketing strategy fundamentals?**

N=178	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Yes	44 24.7%	14 28.0%	15 27.8%	12 21.8%	3 15.8%	12 18.8% d	11 19.6% d	9 29.0%	7 46.7% ab	4 44.4%	14 18.7%	30 29.1%
No	134 75.3%	36 72.0%	39 72.2%	43 78.2%	16 84.2%	52 81.3% d	45 80.4% d	22 71.0%	8 53.3% ab	5 55.6%	61 81.3%	73 70.9%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**In general, do you think that the opportunity to pursue digital marketing opportunities has drawn your company’s attention away from marketing strategy fundamentals?**

N=178

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	5 27.8%	2 28.6%	4 18.2% g	1 20.0%	1 14.3%	2 22.2%	7 53.8% cl	3 21.4%	3 20.0%	0 0.0%	2 15.4%	0 0.0% g	8 32.0%	2 50.0%	4 23.5%
No	13 72.2%	5 71.4%	18 81.8% g	4 80.0%	6 85.7%	7 77.8%	6 46.2% cl	11 78.6%	12 80.0%	2 100.0%	11 84.6%	7 100.0% g	17 68.0%	2 50.0%	13 76.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**In general, do you think that the opportunity to pursue digital marketing opportunities has drawn your company’s attention away from marketing strategy fundamentals?**

N=178

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	6 28.6%	6 33.3%	10 41.7% F	5 17.9%	2 14.3%	6 12.2% Cg	9 39.1% f	10 38.5%	3 17.6%	10 31.3%	2 14.3%	3 15.0%	2 12.5%	5 29.4%	9 25.0%
No	15 71.4%	12 66.7%	14 58.3% F	23 82.1%	12 85.7%	43 87.8% Cg	14 60.9% f	16 61.5%	14 82.4%	22 68.8%	12 85.7%	17 85.0%	14 87.5%	12 70.6%	27 75.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**Do you think customers would switch from a brand they are loyal to a different brand that offers better privacy protections?**

N=177	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Yes	77 43.5%	26 52.0% d	27 49.1% d	20 37.0%	4 22.2% ab	30 46.9%	21 38.2%	16 50.0%	4 28.6%	5 55.6%	39 53.4% b	38 36.5% a
No	100 56.5%	24 48.0% d	28 50.9% d	34 63.0%	14 77.8% ab	34 53.1%	34 61.8%	16 50.0%	10 71.4%	4 44.4%	34 46.6% b	66 63.5% a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**Do you think customers would switch from a brand they are loyal to a different brand that offers better privacy protections?**

N=177

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	11 61.1% Cin	3 42.9%	4 18.2% AGm	2 50.0%	4 57.1%	2 22.2%	10 76.9% CfIN	6 46.2%	3 20.0% aGm	1 50.0%	6 46.2%	3 42.9%	14 56.0% cin	0 0.0% aGm	8 47.1%
No	7 38.9% Cin	4 57.1%	18 81.8% AGm	2 50.0%	3 42.9%	7 77.8%	3 23.1% CfIN	7 53.8%	12 80.0% aGm	1 50.0%	7 53.8%	4 57.1%	11 44.0% cin	5 100.0% aGm	9 52.9%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 5: Digital Transformation and Privacy**

**Do you think customers would switch from a brand they are loyal to a different brand that offers better privacy protections?**

N=177

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	8 38.1%	7 41.2%	13 54.2% f	13 46.4%	7 50.0%	14 28.6% cG	15 65.2% F	10 38.5%	7 41.2%	12 38.7%	7 50.0%	10 50.0%	5 31.3%	10 58.8%	16 44.4%
No	13 61.9%	10 58.8%	11 45.8% f	15 53.6%	7 50.0%	35 71.4% cG	8 34.8% F	16 61.5%	10 58.8%	19 61.3%	7 50.0%	10 50.0%	11 68.8%	7 41.2%	20 55.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?**

N=168

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Invested in technology infrastructure to reduce the likelihood of a data breach	124 73.8%	32 69.6%	42 77.8%	37 75.5%	13 68.4%	47 77.0%	32 65.3%	29 93.5%	8 53.3%	5 55.6%	57 80.3%	67 69.1%
Promise not to sell customers' personal Information	101 60.1%	22 47.8%	33 61.1%	32 65.3%	14 73.7%	36 59.0%	28 57.1%	19 61.3%	9 60.0%	6 66.7%	40 56.3%	61 62.9%
Asked consumers to consent to your company's use of their data (i.e., informed consent)	96 57.1%	25 54.3%	31 57.4%	31 63.3%	9 47.4%	36 59.0%	31 63.3%	18 58.1%	4 26.7%	5 55.6%	43 60.6%	53 54.6%
Invested in increasing trust in your brand reputation	96 57.1%	32 69.6%	30 55.6%	26 53.1%	8 42.1%	33 54.1%	26 53.1%	22 71.0%	7 46.7%	6 66.7%	44 62.0%	52 53.6%
Shared privacy notices with consumers that communicate how your company will use their data	91 54.2%	27 58.7%	30 55.6%	27 55.1%	7 36.8%	32 52.5%	29 59.2%	18 58.1%	6 40.0%	5 55.6%	42 59.2%	49 50.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?**

N=168

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Make our privacy policy easy to understand	86 51.2%	19 41.3%	33 61.1% d	28 57.1%	6 31.6% b	34 55.7%	21 42.9%	17 54.8%	7 46.7%	6 66.7%	38 53.5%	48 49.5%
Developed a brand privacy policy	79 47.0%	19 41.3%	25 46.3%	25 51.0%	10 52.6%	29 47.5%	21 42.9%	18 58.1%	5 33.3%	5 55.6%	33 46.5%	46 47.4%
Quickly disclose any data breaches	56 33.3%	16 34.8%	17 31.5%	16 32.7%	7 36.8%	20 32.8% e	15 30.6%	14 45.2% e	6 40.0% e	0 0.0% acd	32 45.1% B	24 24.7% A
Invested in improving the amount of value you offer in return for shared customer information	36 21.4%	11 23.9%	13 24.1%	10 20.4%	2 10.5%	8 13.1% C	9 18.4% C	15 48.4% ABD	1 6.7% C	2 22.2%	20 28.2%	16 16.5%
Used privacy as a brand differentiator	25 14.9%	10 21.7%	8 14.8%	6 12.2%	1 5.3%	9 14.8%	11 22.4%	2 6.5%	1 6.7%	1 11.1%	12 16.9%	13 13.4%
Invested in fostering customer referrals from trusted sources	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?**

N=168

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Shared privacy notices with consumers that communicate how your company will use their data	15 83.3% cdfLo	3 42.9%	8 47.1% a	1 20.0% a	4 57.1%	3 37.5% a	8 61.5%	7 58.3%	7 53.8%	1 50.0%	8 61.5%	1 14.3% Am	16 66.7% l	2 40.0%	7 41.2% a
Promise not to sell customers' personal information	14 77.8% Fg	6 85.7% fg	11 64.7% f	4 80.0% f	6 85.7% fg	1 12.5% Abcdekmo	4 30.8% abe	7 58.3%	7 53.8%	1 50.0%	8 61.5% f	4 57.1%	15 62.5% f	3 60.0%	10 58.8% f
Invested in increasing trust in your brand Reputation	13 72.2% d	2 28.6%	9 52.9%	1 20.0% am	4 57.1%	4 50.0%	9 69.2%	6 50.0%	9 69.2%	2 100.0%	6 46.2%	3 42.9%	17 70.8% d	4 80.0%	7 41.2%
Invested in technology infrastructure to reduce the likelihood of a data Breach	13 72.2%	5 71.4%	12 70.6%	2 40.0% km	3 42.9% km	6 75.0%	10 76.9%	10 83.3%	9 69.2%	1 50.0%	12 92.3% de	4 57.1%	20 83.3% de	3 60.0%	14 82.4%
Make our privacy policy easy to understand	12 66.7% n	2 28.6%	11 64.7% n	1 20.0%	4 57.1%	4 50.0%	5 38.5%	7 58.3% n	6 46.2%	1 50.0%	8 61.5% n	2 28.6%	15 62.5% n	0 0.0% achkm	8 47.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?**

N=168

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Asked consumers to consent to your company's use of their data (i.e., informed consent)	11 61.1%	2 28.6% h	11 64.7%	1 20.0% h	5 71.4%	4 50.0%	8 61.5%	10 83.3% bdl	8 61.5%	1 50.0%	8 61.5%	2 28.6% h	12 50.0%	3 60.0%	10 58.8%
Developed a brand privacy policy	9 50.0%	4 57.1%	8 47.1%	3 60.0%	5 71.4%	5 62.5%	6 46.2%	7 58.3%	4 30.8%	1 50.0%	6 46.2%	1 14.3%	12 50.0%	1 20.0%	7 41.2%
Quickly disclose any data breaches	8 44.4%	2 28.6%	3 17.6% g	1 20.0%	3 42.9%	1 12.5%	7 53.8% c	3 25.0%	3 23.1%	1 50.0%	3 23.1%	4 57.1%	9 37.5%	1 20.0%	7 41.2%
Invested in improving the amount of value you offer in return for shared customer information	3 16.7%	1 14.3%	3 17.6%	1 20.0%	0 0.0%	2 25.0%	5 38.5% h	0 0.0% gijo	4 30.8% h	1 50.0% h	3 23.1%	0 0.0%	6 25.0%	1 20.0%	6 35.3% h
Invested in fostering customer referrals from trusted sources	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Used privacy as a brand differentiator	0 0.0% bGM	2 28.6% a	1 5.9% gM	1 20.0%	1 14.3%	0 0.0%	5 38.5% Achi	0 0.0% gM	0 0.0% gM	0 0.0%	1 7.7% m	0 0.0% m	12 50.0% ACfHlKlno	0 0.0% m	2 11.8% m

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?**

N=168

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Invested in technology infrastructure to reduce the likelihood of a data Breach	14 66.7%	11 73.3%	15 68.2%	21 80.8%	8 66.7%	37 75.5%	17 77.3%	16 66.7%	10 66.7%	19 67.9%	11 78.6%	14 73.7%	13 81.3%	12 70.6%	29 82.9%
Developed a brand privacy policy	13 61.9%	5 33.3%	8 36.4%	14 53.8%	5 41.7%	21 42.9%	13 59.1%	14 58.3%	8 53.3%	12 42.9%	7 50.0%	7 36.8%	6 37.5%	8 47.1%	17 48.6%
Invested in increasing trust in your brand Reputation	11 52.4%	5 33.3% g	11 50.0%	16 61.5%	7 58.3%	30 61.2%	16 72.7% b	11 45.8%	7 46.7%	17 60.7%	9 64.3%	13 68.4%	8 50.0%	10 58.8%	21 60.0%
Made your privacy policy easy to understand	11 52.4%	6 40.0%	13 59.1%	15 57.7%	3 25.0%	27 55.1%	11 50.0%	13 54.2%	9 60.0%	11 39.3% g	8 57.1%	11 57.9%	4 25.0% g	12 70.6% cf	18 51.4%
Promised not to sell customers' personal information	10 47.6% d	7 46.7%	13 59.1%	20 76.9% ag	8 66.7%	33 67.3% g	9 40.9% df	14 58.3%	7 46.7%	17 60.7%	9 64.3%	14 73.7%	13 81.3% h	10 58.8%	17 48.6% f
Shared privacy notices with consumers that communicate how your company will use their data	8 38.1%	6 40.0%	12 54.5%	17 65.4%	6 50.0%	30 61.2%	12 54.5%	10 41.7%	9 60.0%	15 53.6%	7 50.0%	13 68.4%	8 50.0%	9 52.9%	20 57.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?**

N=168

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Asked consumers to consent to your company's use of their data (i.e., informed consent)	8 38.1% df	4 26.7% dFg	12 54.5%	18 69.2% ab	6 50.0%	34 69.4% aB	14 63.6% b	9 37.5% gh	7 46.7%	15 53.6%	7 50.0%	12 63.2%	10 62.5%	13 76.5% a	23 65.7% a
Quickly disclose any data breaches	5 23.8%	5 33.3%	7 31.8%	7 26.9%	3 25.0%	18 36.7%	11 50.0%	5 20.8%	6 40.0%	9 32.1%	3 21.4%	6 31.6%	6 37.5%	6 35.3%	15 42.9%
Used privacy as a brand differentiator	4 19.0%	3 20.0%	6 27.3% f	4 15.4%	1 8.3%	4 8.2% c	3 13.6%	5 20.8%	3 20.0%	5 17.9%	2 14.3%	3 15.8%	2 12.5%	1 5.9%	4 11.4%
Invested in improving the amount of value you offer in return for shared customer information	3 14.3%	4 26.7%	5 22.7%	5 19.2%	2 16.7%	10 20.4%	7 31.8%	4 16.7%	4 26.7%	4 14.3%	3 21.4%	3 15.8%	4 25.0%	6 35.3%	8 22.9%
Invested in fostering customer referrals from trusted sources	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**In the wake of third-party cookies disappearing, which actions has your company taken?**

N=172

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Created a stronger data strategy to capture better information around customer touchpoints	72 41.9%	16 33.3%	23 43.4%	27 50.9%	6 33.3%	22 35.5%	18 34.0%	19 59.4%	5 38.5%	6 66.7%	32 45.7%	40 39.2%
My company has no concerns about third-party cookies	60 34.9%	22 45.8%	21 39.6%	11 20.8%	6 33.3%	28 45.2%	17 32.1%	7 21.9%	6 46.2%	1 11.1%	18 25.7%	42 41.2%
Invested in customer data platform (CDP) that offers better information about the customer journey	56 32.6%	12 25.0%	16 30.2%	23 43.4%	5 27.8%	18 29.0%	19 35.8%	13 40.6%	3 23.1%	2 22.2%	28 40.0%	28 27.5%
Invested in innovations to engage with customers directly	52 30.2%	12 25.0%	17 32.1%	19 35.8%	4 22.2%	11 17.7%	15 28.3%	16 50.0%	3 23.1%	5 55.6%	21 30.0%	31 30.4%
Created strategic partnerships with agencies and partners to generate data around customer touchpoints	50 29.1%	10 20.8%	12 22.6%	22 41.5%	6 33.3%	13 21.0%	18 34.0%	15 46.9%	2 15.4%	1 11.1%	23 32.9%	27 26.5%
Reduced internal data siloes to generate a more complete view of consumers	50 29.1%	12 25.0%	18 34.0%	16 30.2%	4 22.2%	11 17.7%	18 34.0%	11 34.4%	4 30.8%	4 44.4%	27 38.6%	23 22.5%



 **Topic 5: Digital Transformation and Privacy**

**In the wake of third-party cookies disappearing, which actions has your company taken?**

N=172

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Offered customers incentives to provide access to their data	29 16.9%	8 16.7%	9 17.0%	8 15.1%	4 22.2%	8 12.9%	8 15.1%	8 25.0%	1 7.7%	3 33.3%	12 17.1%	17 16.7%
Invested in more traditional advertising outside of online approaches	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Used data clean rooms to input rich first-party information and benefit from scaled, shared advertising insights	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Made acquisitions and joint ventures to gain more direct access to customer touchpoint data	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**In the wake of third-party cookies disappearing, which actions has your company taken?**

N=172

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Created a stronger data strategy to capture better information around customer touchpoints	8 44.4%	4 57.1%	7 33.3%	2 50.0%	2 28.6%	3 37.5%	5 38.5%	6 46.2%	5 35.7%	1 50.0%	4 30.8%	3 42.9%	10 43.5%	2 40.0%	10 58.8%
Reduced internal data siloes to generate a more complete view of consumers	7 38.9%	1 14.3%	5 23.8%	1 25.0%	0 0.0% fm	4 50.0% eh	4 30.8%	1 7.7% fm	4 28.6%	0 0.0%	2 15.4%	3 42.9%	10 43.5% eh	2 40.0%	6 35.3%
Invested in customer data platform (CDP) that offers better information about the customer journey	6 33.3%	2 28.6%	5 23.8%	1 25.0%	1 14.3%	2 25.0%	6 46.2%	5 38.5%	2 14.3% m	0 0.0%	2 15.4%	3 42.9%	11 47.8% i	3 60.0%	7 41.2%
Invested in innovations to engage with customers directly	5 27.8%	1 14.3%	9 42.9%	2 50.0%	3 42.9%	2 25.0%	4 30.8%	5 38.5%	4 28.6%	1 50.0%	3 23.1%	1 14.3%	6 26.1%	2 40.0%	4 23.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



## Topic 5: Digital Transformation and Privacy

### In the wake of third-party cookies disappearing, which actions has your company taken?

N=172

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac-turing I	Mining Construc-tion J	Profession-al Services K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
Created strategic partnerships with agencies and partners to generate data around customer touchpoints	5 27.8% k	2 28.6%	8 38.1% k	1 25.0%	2 28.6%	2 25.0%	5 38.5% k	3 23.1%	2 14.3%	1 50.0% k	0 0.0% acgjlNo	3 42.9% k	6 26.1%	3 60.0% K	7 41.2% k
My company has no concerns about third-party cookies	5 27.8%	2 28.6%	6 28.6%	3 75.0% n	4 57.1%	2 25.0%	4 30.8%	4 30.8%	5 35.7%	1 50.0%	7 53.8%	2 28.6%	11 47.8%	0 0.0% d	4 23.5%
Offered customers incentives to provide access to their data	1 5.6% o	1 14.3%	4 19.0%	1 25.0%	2 28.6%	0 0.0%	1 7.7%	3 23.1%	1 7.1%	0 0.0%	2 15.4%	1 14.3%	4 17.4%	2 40.0%	6 35.3% a
Invested in more traditional advertising outside of online approaches	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Used data clean rooms to input rich first-party information and benefit from scaled, shared advertising insights	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Made acquisitions and joint ventures to gain more direct access to customer touchpoint data	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



## Topic 5: Digital Transformation and Privacy

### In the wake of third-party cookies disappearing, which actions has your company taken?

N=172

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
My company has no concerns about third-party cookies	11 55.0% Fg	10 58.8% Fg	10 41.7%	8 30.8%	5 38.5%	10 20.4% AB	5 22.7% ab	13 52.0% dH	6 35.3%	17 56.7% DfH	1 7.7% aC	7 36.8%	4 25.0% c	6 37.5%	6 16.7% AC
Invested in innovations to engage with customers directly	5 25.0%	1 5.9% Cdf	11 45.8% B	9 34.6% b	4 30.8%	15 30.6% b	7 31.8%	6 24.0%	6 35.3%	6 20.0% g	4 30.8%	6 31.6%	4 25.0%	8 50.0% c	12 33.3%
Created a stronger data strategy to capture better information around customer touchpoints	5 25.0% f	5 29.4% f	7 29.2% f	12 46.2%	7 53.8%	29 59.2% abcg	7 31.8% f	8 32.0%	5 29.4%	9 30.0% g	7 53.8%	9 47.4%	7 43.8%	10 62.5% c	17 47.2%
Offered customers incentives to provide access to their data	4 20.0%	2 11.8%	3 12.5%	8 30.8%	2 15.4%	6 12.2%	4 18.2%	6 24.0%	3 17.6%	5 16.7%	2 15.4%	4 21.1%	1 6.3%	3 18.8%	5 13.9%
Invested in customer data platform (CDP) that offers better information about the customer journey	3 15.0% Fg	0 0.0% cdFG	7 29.2% b	8 30.8% b	2 15.4% fg	25 51.0% ABe	11 50.0% aBe	5 20.0% h	2 11.8% fgH	7 23.3% h	3 23.1%	6 31.6%	7 43.8% b	7 43.8% b	19 52.8% aBc

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



## Topic 5: Digital Transformation and Privacy

### In the wake of third-party cookies disappearing, which actions has your company taken?

N=172

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Created strategic partnerships with agencies and partners to generate data around customer touchpoints	2 10.0% fg	1 5.9% dFg	4 16.7% f	9 34.6% b	4 30.8%	21 42.9% aBc	9 40.9% ab	3 12.0% dFG	4 23.5% cg	1 3.3% bDeFGH	6 46.2% aC	5 26.3% cg	9 56.3% AC	10 62.5% AbCe	12 33.3% C
Reduced internal data siloes to generate a more complete view of consumers	2 10.0% F	2 11.8% f	6 25.0%	8 30.8%	3 23.1%	22 44.9% Ab	7 31.8%	4 16.0%	2 11.8% g	10 33.3%	3 23.1%	6 31.6%	5 31.3%	7 43.8% b	13 36.1%
Invested in more traditional advertising outside of online approaches	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Used data clean rooms to input rich first-party information and benefit from scaled, shared advertising insights	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Made acquisitions and joint ventures to gain more direct access to customer touchpoint data	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**If blockchain technologies allow customers to control access to their online search and purchase histories, how disruptive would this be to your current business?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=Not at all	48 28.6%	18 37.5% C	20 37.7% C	6 12.2% AB	4 22.2%	23 37.7% c	15 28.8%	5 16.7% a	2 15.4%	3 33.3%	18 25.4%	30 30.9%
2	43 25.6%	11 22.9%	13 24.5%	14 28.6%	5 27.8%	17 27.9%	16 30.8%	7 23.3%	1 7.7%	2 22.2%	18 25.4%	25 25.8%
3	19 11.3%	3 6.3%	6 11.3%	8 16.3%	2 11.1%	2 3.3% c	6 11.5%	5 16.7% a	2 15.4%	1 11.1%	9 12.7%	10 10.3%
4	31 18.5%	8 16.7%	11 20.8%	9 18.4%	3 16.7%	11 18.0%	7 13.5%	9 30.0%	3 23.1%	1 11.1%	17 23.9%	14 14.4%
5	12 7.1%	5 10.4%	2 3.8%	4 8.2%	1 5.6%	4 6.6%	2 3.8% d	2 6.7%	3 23.1% b	1 11.1%	5 7.0%	7 7.2%
6	11 6.5%	3 6.3%	1 1.9%	5 10.2%	2 11.1%	4 6.6%	5 9.6%	0 0.0%	1 7.7%	1 11.1%	4 5.6%	7 7.2%
7=A great deal	4 2.4%	0 0.0%	0 0.0%	3 6.1%	1 5.6%	0 0.0% cd	1 1.9%	2 6.7% a	1 7.7% a	0 0.0%	0 0.0%	4 4.1%
Mean	2.79	2.58 c	2.34 C	3.37 aB	3.11	2.48 D	2.69 d	3.13	3.85 Ab	2.78	2.79	2.79

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 5: Digital Transformation and Privacy**

**If blockchain technologies allow customers to control access to their online search and purchase histories, how disruptive would this be to your current business?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	3 18.8%	2 28.6%	4 20.0%	1 25.0%	2 28.6%	2 25.0%	4 30.8%	5 41.7%	6 42.9%	0 0.0%	6 46.2%	2 28.6%	8 32.0%	1 20.0%	2 13.3%
2	3 18.8%	2 28.6%	5 25.0%	1 25.0%	1 14.3%	4 50.0% hi	2 15.4%	1 8.3% f	1 7.1% fo	1 50.0%	5 38.5%	3 42.9%	6 24.0%	2 40.0%	6 40.0% i
3	2 12.5%	0 0.0%	4 20.0%	0 0.0%	1 14.3%	1 12.5%	2 15.4%	0 0.0%	4 28.6% k	0 0.0%	0 0.0% i	0 0.0%	4 16.0%	0 0.0%	1 6.7%
4	6 37.5%	2 28.6%	3 15.0%	1 25.0%	1 14.3%	0 0.0%	2 15.4%	3 25.0%	1 7.1%	1 50.0%	2 15.4%	1 14.3%	6 24.0%	0 0.0%	2 13.3%
5	1 6.3%	0 0.0%	1 5.0%	1 25.0%	0 0.0%	1 12.5%	1 7.7%	2 16.7%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	1 20.0%	2 13.3%
6	1 6.3%	0 0.0%	1 5.0%	0 0.0%	2 28.6% M	0 0.0%	2 15.4%	1 8.3%	1 7.1%	0 0.0%	0 0.0%	1 14.3%	0 0.0% En	1 20.0% m	1 6.7%
7=A great deal	0 0.0%	1 14.3%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%
Mean	3.13 k	3.00	3.15 k	3.00	3.29	2.25	3.00	2.92	2.50	3.00	1.85 aco	2.57	2.44	3.20	3.20 k

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 5: Digital Transformation and Privacy**

**If blockchain technologies allow customers to control access to their online search and purchase histories, how disruptive would this be to your current business?**

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=Not at all	7 35.0%	3 18.8%	12 50.0%	7 25.9%	3 23.1%	10 21.7%	6 28.6%	9 34.6%	4 25.0%	12 41.4%	2 14.3%	6 31.6%	3 20.0%	4 26.7%	8 23.5%
2	4 20.0%	5 31.3%	8 33.3%	7 25.9%	4 30.8%	13 28.3%	2 9.5%	6 23.1%	7 43.8%	9 31.0%	5 35.7%	4 21.1%	4 26.7%	3 20.0%	5 14.7%
3	2 10.0%	1 6.3%	3 12.5%	1 3.7%	1 7.7%	4 8.7%	6 28.6%	4 15.4%	1 6.3%	3 10.3%	1 7.1%	0 0.0%	3 20.0%	1 6.7%	6 17.6%
4	5 25.0%	3 18.8%	0 0.0%	6 22.2%	3 23.1%	11 23.9%	3 14.3%	4 15.4%	2 12.5%	2 6.9%	3 21.4%	7 36.8%	2 13.3%	4 26.7%	7 20.6%
5	1 5.0%	2 12.5%	1 4.2%	1 3.7%	2 15.4%	3 6.5%	2 9.5%	1 3.8%	2 12.5%	2 6.9%	0 0.0%	1 5.3%	2 13.3%	1 6.7%	3 8.8%
6	1 5.0%	1 6.3%	0 0.0%	4 14.8%	0 0.0%	4 8.7%	1 4.8%	1 3.8%	0 0.0%	1 3.4%	2 14.3%	1 5.3%	1 6.7%	2 13.3%	3 8.8%
7=A great deal	0 0.0%	1 6.3%	0 0.0%	1 3.7%	0 0.0%	1 2.2%	1 4.8%	1 3.8%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	2 5.9%
Mean	2.60 c	3.19 C	1.75 aBDeFG	3.11 C	2.77 c	3.00 C	3.00 C	2.58	2.44	2.17 dh	3.29 c	2.79	2.93	3.07	3.26 c

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 6: Coping with Marketing Challenges**

**Which of the following challenges or threats has your company faced in the last decade?**

N=150

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Dramatic increase in the rivalry among existing competitors in your industry	87 58.0%	21 52.5%	27 57.4%	31 70.5% d	8 42.1% c	27 51.9%	24 52.2%	19 70.4%	10 66.7%	4 57.1%	38 58.5%	49 57.6%
Entrance of a powerful competitor into your markets	67 44.7%	24 60.0% bd	15 31.9% a	22 50.0%	6 31.6% a	23 44.2%	21 45.7%	11 40.7%	7 46.7%	3 42.9%	34 52.3%	33 38.8%
Major change in consumer preferences or behaviors upon which your business is based	66 44.0%	10 25.0% Cd	21 44.7%	25 56.8% A	10 52.6% a	15 28.8% be	25 54.3% a	13 48.1%	6 40.0%	5 71.4% a	27 41.5%	39 45.9%
Legal or regulatory changes that threaten your offerings and/or go-to-market strategy	54 36.0%	12 30.0%	13 27.7%	19 43.2%	10 52.6%	18 34.6%	18 39.1% e	13 48.1% e	3 20.0%	0 0.0% bc	24 36.9%	30 35.3%
Major business model change influencing how your industry competes/operates	53 35.3%	17 42.5%	17 36.2%	11 25.0%	8 42.1%	21 40.4%	13 28.3%	9 33.3%	5 33.3%	3 42.9%	28 43.1%	25 29.4%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which of the following challenges or threats has your company faced in the last decade?**

N=150

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Challenges to the fairness or affordability of your company's pricing strategy	44 29.3%	10 25.0%	9 19.1% c	17 38.6% b	8 42.1%	13 25.0%	13 28.3%	10 37.0%	5 33.3%	1 14.3%	16 24.6%	28 32.9%
Threats to your go-to-market strategy posed by Covid-19 pandemic	39 26.0%	11 27.5%	10 21.3%	10 22.7%	8 42.1%	13 25.0% d	9 19.6% d	7 25.9%	8 53.3% ab	2 28.6%	19 29.2%	20 23.5%
Major product or service failure	20 13.3%	5 12.5%	7 14.9%	7 15.9%	1 5.3%	6 11.5%	8 17.4%	3 11.1%	3 20.0%	0 0.0%	12 18.5%	8 9.4%
Increased scrutiny regarding the honesty and integrity of how your company deals with customers	19 12.7%	4 10.0%	1 2.1% Cd	10 22.7% B	4 21.1% b	5 9.6%	5 10.9%	6 22.2%	1 6.7%	1 14.3%	10 15.4%	9 10.6%
Risk of consumer boycott or other politically or ethically motivated backlash against your company	10 6.7%	2 5.0%	1 2.1% c	6 13.6% b	1 5.3%	3 5.8%	3 6.5%	4 14.8%	0 0.0%	0 0.0%	7 10.8%	3 3.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which of the following challenges or threats has your company faced in the last decade?**

N=150

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Legal or regulatory changes that threaten your offerings and/or go-to-market strategy	8 57.1% Kmo	1 14.3% g	7 41.2% ko	1 25.0%	1 20.0%	6 66.7% KmO	9 75.0% bKMO	5 35.7% k	6 50.0% ko	0 0.0%	0 0.0% AcFGhiN	2 33.3%	4 19.0% afGn	3 75.0% Kmo	1 7.7% acFGin
Dramatic increase in the rivalry among existing competitors in your industry	7 50.0%	3 42.9%	13 76.5% kl	2 50.0%	3 60.0%	6 66.7%	7 58.3%	10 71.4% l	5 41.7%	1 50.0%	3 30.0% cm	1 16.7% chmo	15 71.4% kl	2 50.0%	9 69.2% l
Major change in consumer preferences or behaviors upon which your business is based	6 42.9% h	5 71.4% H	12 70.6% fHim	3 75.0% h	3 60.0% h	2 22.2% c	7 58.3% H	1 7.1% aBCdeGkl	3 25.0% c	1 50.0%	6 60.0% h	3 50.0% h	6 28.6% c	3 75.0% h	5 38.5%
Entrance of a powerful competitor into your markets	5 35.7%	5 71.4% dfk	9 52.9% fk	0 0.0% bgm	2 40.0%	1 11.1% bcghijm	8 66.7% dfk	8 57.1% fk	7 58.3% fk	2 100.0% fk	1 10.0% bcghijm	1 16.7%	12 57.1% dfk	1 25.0%	5 38.5%
Challenges to the fairness or affordability of your company's pricing strategy	3 21.4%	3 42.9%	4 23.5%	1 25.0%	2 40.0%	2 22.2%	6 50.0% i	6 42.9%	1 8.3% go	0 0.0%	1 10.0%	3 50.0%	5 23.8%	1 25.0%	6 46.2% i

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which of the following challenges or threats has your company faced in the last decade?**

N=150

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increased scrutiny regarding the honesty and integrity of how your company deals with customers	2 14.3%	1 14.3%	2 11.8%	0 0.0%	1 20.0%	1 11.1%	6 50.0%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	1 16.7%	1 4.8%	0 0.0%	2 15.4%
Major product or service failure	2 14.3%	1 14.3%	3 17.6%	0 0.0%	0 0.0%	1 11.1%	1 8.3%	4 28.6%	1 8.3%	1 50.0%	1 10.0%	0 0.0%	2 9.5%	1 25.0%	2 15.4%
Threats to your go-to-market strategy posed by Covid-19 pandemic	1 7.1%	3 42.9%	3 17.6%	3 75.0%	2 40.0%	0 0.0%	4 33.3%	2 14.3%	4 33.3%	1 50.0%	4 40.0%	1 16.7%	5 23.8%	2 50.0%	4 30.8%
Major business model change influencing how your industry competes/operates	1 7.1%	3 42.9%	4 23.5%	1 25.0%	3 60.0%	4 44.4%	7 58.3%	6 42.9%	4 33.3%	0 0.0%	5 50.0%	3 50.0%	7 33.3%	1 25.0%	4 30.8%
Risk of consumer boycott or other politically or ethically motivated backlash against your company	0 0.0%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	2 22.2%	2 16.7%	2 14.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which of the following challenges or threats has your company faced in the last decade?**

N=150

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Entrance of a powerful competitor into your markets	10 55.6%	5 31.3%	5 26.3%	9 45.0%	7 63.6%	19 41.3%	11 57.9%	11 47.8%	5 35.7%	10 40.0%	4 36.4%	9 56.3%	8 53.3%	4 23.5% h	16 55.2% g
Major change in consumer preferences or behaviors upon which your business is based	10 55.6%	8 50.0%	7 36.8%	5 25.0%	4 36.4%	23 50.0%	8 42.1%	13 56.5%	7 50.0%	12 48.0%	3 27.3%	4 25.0%	6 40.0%	7 41.2%	14 48.3%
Dramatic increase in the rivalry among existing competitors in your industry	9 50.0%	10 62.5%	11 57.9%	10 50.0%	9 81.8%	25 54.3%	12 63.2%	13 56.5%	7 50.0%	13 52.0%	4 36.4% e	13 81.3% d	11 73.3%	10 58.8%	16 55.2%
Major business model change influencing how your industry competes/operates	8 44.4%	5 31.3%	4 21.1%	8 40.0%	2 18.2%	15 32.6%	10 52.6%	9 39.1%	6 42.9%	5 20.0%	3 27.3%	6 37.5%	6 40.0%	5 29.4%	13 44.8%
Threats to your go-to-market strategy posed by Covid-19 Pandemic	6 33.3% e	5 31.3%	4 21.1%	7 35.0% e	0 0.0% adg	10 21.7%	7 36.8% e	7 30.4%	1 7.1% c	11 44.0% b	2 18.2%	4 25.0%	2 13.3%	3 17.6%	9 31.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which of the following challenges or threats has your company faced in the last decade?**

N=150

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Challenges to the fairness or affordability of your company's pricing Strategy	4 22.2%	2 12.5%	5 26.3%	6 30.0%	3 27.3%	16 34.8%	7 36.8%	3 13.0% dfh	3 21.4%	6 24.0%	6 54.5% ae	2 12.5% df	7 46.7% ae	6 35.3%	11 37.9% a
Major product or service failure	2 11.1%	1 6.3%	4 21.1%	3 15.0%	0 0.0%	6 13.0%	4 21.1%	2 8.7%	2 14.3%	3 12.0%	1 9.1%	3 18.8%	3 20.0%	0 0.0%	6 20.7%
Risk of consumer boycott or other politically or ethically motivated backlash against your company	0 0.0% g	0 0.0% g	1 5.3% g	1 5.0% g	0 0.0% g	2 4.3% G	6 31.6% abcdeF	0 0.0% h	0 0.0%	1 4.0%	0 0.0%	1 6.3%	1 6.7%	1 5.9%	6 20.7% a
Legal or regulatory changes that threaten your offerings and/or go-to-market strategy	0 0.0% bcdFG	5 31.3% ag	5 26.3% ag	6 30.0% ag	2 18.2% g	22 47.8% A	13 68.4% Abcde	4 17.4% fH	3 21.4% fh	8 32.0%	2 18.2% fh	4 25.0%	9 60.0% abd	8 47.1%	16 55.2% Abd
Increased scrutiny regarding the honesty and integrity of how your company deals with customers	0 0.0% g	2 12.5%	1 5.3% g	3 15.0%	1 9.1%	5 10.9% g	6 31.6% acf	1 4.3% h	0 0.0% dh	2 8.0%	3 27.3% be	0 0.0% dh	2 13.3%	3 17.6%	8 27.6% abe

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Of those challenges checked above, select which was the most difficult for your company:**

N=260	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Dramatic increase in the rivalry among existing competitors in your industry	37 25.3%	12 30.0%	13 28.9%	8 18.6%	4 22.2%	14 26.9%	9 20.5% e	5 19.2%	3 21.4%	4 57.1% b	14 21.9%	23 28.0%
Entrance of a powerful competitor into your markets	21 14.4%	8 20.0% B	1 2.2% ACd	9 20.9% B	3 16.7% b	7 13.5%	8 18.2%	3 11.5%	2 14.3%	0 0.0%	10 15.6%	11 13.4%
Major change in consumer preferences or behaviors upon which your business is based	21 14.4%	3 7.5%	7 15.6%	7 16.3%	4 22.2%	7 13.5%	7 15.9%	4 15.4%	1 7.1%	2 28.6%	8 12.5%	13 15.9%
Legal or regulatory changes that threaten your offerings and/or go-to-market strategy	17 11.6%	3 7.5%	5 11.1%	6 14.0%	3 16.7%	7 13.5%	4 9.1%	5 19.2%	1 7.1%	0 0.0%	10 15.6%	7 8.5%
Threats to your go-to-market strategy posed by Covid-19 pandemic	15 10.3%	5 12.5%	6 13.3%	3 7.0%	1 5.6%	2 3.8% D	5 11.4%	4 15.4%	4 28.6% A	0 0.0%	10 15.6%	5 6.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Of those challenges checked above, select which was the most difficult for your company:**

N=260

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Major business model change influencing how your industry competes/operates	14 9.6%	4 10.0%	5 11.1%	3 7.0%	2 11.1%	6 11.5%	4 9.1%	2 7.7%	1 7.1%	1 14.3%	6 9.4%	8 9.8%
Challenges to the fairness or affordability of your company's pricing strategy	11 7.5%	3 7.5%	2 4.4%	5 11.6%	1 5.6%	5 9.6%	4 9.1%	1 3.8%	1 7.1%	0 0.0%	2 3.1%	9 11.0%
Major product or service failure	9 6.2%	2 5.0%	6 13.3%	1 2.3%	0 0.0%	4 7.7%	2 4.5%	2 7.7%	1 7.1%	0 0.0%	3 4.7%	6 7.3%
Increased scrutiny regarding the honesty and integrity of how your company deals with customers	1 0.7%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	1 1.6%	0 0.0%
Risk of consumer boycott or other politically or ethically motivated backlash against your company	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 6: Coping with Marketing Challenges**

**Of those challenges checked above, select which was the most difficult for your company:**

N=260

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Major change in consumer preferences or behaviors upon which your business is based	4 30.8% h	2 28.6% h	3 18.8%	0 0.0%	0 0.0%	2 22.2%	1 8.3%	0 0.0% abl	1 8.3%	0 0.0%	1 10.0%	2 33.3% h	2 9.5%	1 25.0%	2 16.7%
Legal or regulatory changes that threaten your offerings and/or go-to-market strategy	4 30.8% mo	0 0.0%	1 6.3% n	0 0.0%	0 0.0%	3 33.3% Mo	2 16.7%	2 14.3%	2 16.7%	0 0.0%	0 0.0% n	1 16.7%	0 0.0% aFN	2 50.0% ckMo	0 0.0% afn
Dramatic increase in the rivalry among existing competitors in your industry	3 23.1%	1 14.3%	6 37.5%	0 0.0%	3 60.0%	3 33.3%	3 25.0%	3 21.4%	3 25.0%	0 0.0%	3 30.0%	1 16.7%	6 28.6%	0 0.0%	2 16.7%
Major product or service failure	1 7.7%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	1 11.1%	0 0.0% j	3 21.4%	0 0.0% j	1 50.0% cgim	1 10.0%	0 0.0%	1 4.8% j	0 0.0%	1 8.3%
Challenges to the fairness or affordability of your company's pricing strategy	1 7.7%	0 0.0%	2 12.5%	0 0.0%	1 20.0%	0 0.0%	2 16.7%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	1 8.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Of those challenges checked above, select which was the most difficult for your company:**

N=260

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increased scrutiny regarding the honesty and integrity of how your company deals with customers	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%
Major business model change influencing how your industry competes/operates	0 0.0%	1 14.3%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 16.7%	1 7.1%	1 8.3%	0 0.0%	2 20.0%	2 33.3%	2 9.5%	0 0.0%	2 16.7%
Risk of consumer boycott or other politically or ethically motivated backlash against your company	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Threats to your go-to-market strategy posed by Covid-19 pandemic	0 0.0%	1 14.3%	0 0.0%	2 66.7%	1 20.0%	0 0.0%	1 8.3%	0 0.0%	2 16.7%	0 0.0%	3 30.0%	0 0.0%	2 9.5%	1 25.0%	2 16.7%
Entrance of a powerful competitor into your markets	0 0.0%	2 28.6%	4 25.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	3 21.4%	3 25.0%	1 50.0%	0 0.0%	0 0.0%	6 28.6%	0 0.0%	1 8.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Of those challenges checked above, select which was the most difficult for your company:**

N=260

	Sales Revenue						Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Entrance of a powerful competitor into your markets	4 22.2%	1 6.7%	1 5.6%	4 20.0%	3 27.3%	6 13.3%	1 5.6%	5 21.7%	0 0.0%	4 16.7%	2 18.2%	3 18.8%	1 7.1%	1 5.9%	5 17.9%
Dramatic increase in the rivalry among existing competitors in your industry	4 22.2%	6 40.0%	4 22.2%	5 25.0%	6 54.5%	7 15.6%	5 27.8%	7 30.4%	2 15.4%	5 20.8%	3 27.3%	8 50.0%	5 35.7%	3 17.6%	4 14.3%
Major business model change influencing how your industry competes/operates	4 22.2%	0 0.0%	2 11.1%	2 10.0%	1 9.1%	4 8.9%	1 5.6%	4 17.4%	2 15.4%	1 4.2%	1 9.1%	0 0.0%	1 7.1%	3 17.6%	2 7.1%
Threats to your go-to-market strategy posed by Covid-19 pandemic	2 11.1%	2 13.3%	1 5.6%	2 10.0%	0 0.0%	7 15.6%	1 5.6%	2 8.7%	0 0.0%	4 16.7%	1 9.1%	2 12.5%	1 7.1%	3 17.6%	2 7.1%
Challenges to the fairness or affordability of your company's pricing strategy	2 11.1%	1 6.7%	1 5.6%	1 5.0%	1 9.1%	4 8.9%	1 5.6%	1 4.3%	2 15.4%	1 4.2%	2 18.2%	0 0.0%	2 14.3%	2 11.8%	1 3.6%
Major change in consumer preferences or behaviors upon which your business is based	1 5.6%	2 13.3%	4 22.2%	1 5.0%	0 0.0%	11 24.4%	2 11.1%	2 8.7%	3 23.1%	5 20.8%	0 0.0%	1 6.3%	1 7.1%	3 17.6%	6 21.4%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Of those challenges checked above, select which was the most difficult for your company:**

N=260

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Major product or service failure	1 5.6%	1 6.7%	4 22.2% F	2 10.0% f	0 0.0%	0 0.0%	1 5.6%	1 4.3%	2 15.4%	1 4.2%	1 9.1%	2 12.5%	0 0.0%	0 0.0%	2 7.1%
Risk of consumer boycott or other politically or ethically motivated backlash against your company	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Legal or regulatory changes that threaten your offerings and/or go-to-market strategy	0 0.0% g	2 13.3%	1 5.6% g	2 10.0%	0 0.0% g	6 13.3%	6 33.3% ace	1 4.3%	2 15.4%	3 12.5%	0 0.0%	0 0.0%	3 21.4%	2 11.8%	6 21.4%
Increased scrutiny regarding the honesty and integrity of how your company deals with customers	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which of the following outcomes were associated with this challenge for your company?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Lost revenues	106 76.3%	28 75.7% d	31 72.1% d	31 72.1% d	16 100.0% abc	35 72.9%	33 76.7%	18 75.0%	12 85.7%	6 85.7%	46 75.4%	60 76.9%
Lower profits	79 56.8%	20 54.1%	29 67.4%	23 53.5%	7 43.8%	26 54.2%	26 60.5%	16 66.7%	6 42.9%	4 57.1%	38 62.3%	41 52.6%
Weakened employee morale	45 32.4%	4 10.8% bCd	14 32.6% a	21 48.8% A	6 37.5% a	13 27.1%	19 44.2% d	7 29.2%	2 14.3% b	3 42.9%	22 36.1%	23 29.5%
Employee layoffs	36 25.9%	6 16.2%	13 30.2%	13 30.2%	4 25.0%	9 18.8% e	12 27.9%	5 20.8%	5 35.7%	4 57.1% a	18 29.5%	18 23.1%
Weakened customer relationships	35 25.2%	7 18.9%	12 27.9%	12 27.9%	4 25.0%	13 27.1%	8 18.6%	6 25.0%	4 28.6%	1 14.3%	15 24.6%	20 25.6%
Weakened brand reputation	29 20.9%	4 10.8%	10 23.3%	11 25.6%	4 25.0%	9 18.8%	8 18.6%	5 20.8%	2 14.3%	3 42.9%	12 19.7%	17 21.8%
Weakened partner relationships	22 15.8%	5 13.5%	7 16.3%	7 16.3%	3 18.8%	4 8.3%	6 14.0%	5 20.8%	3 21.4%	2 28.6%	9 14.8%	13 16.7%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

N=139

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Lost revenues	9 75.0%	6 85.7%	14 87.5%	2 100.0%	5 100.0%	5 62.5%	8 66.7%	11 84.6%	8 80.0%	2 100.0%	6 60.0%	3 50.0%	16 84.2%	4 100.0%	7 53.8%
Lower profits	4 33.3% bk	6 85.7% a	7 43.8% k	1 50.0%	3 60.0%	6 75.0%	6 50.0%	8 61.5%	5 50.0%	1 50.0%	9 90.0% acm	4 66.7%	9 47.4% k	2 50.0%	8 61.5%
Weakened employee morale	3 25.0%	4 57.1%	5 31.3%	1 50.0%	3 60.0%	3 37.5%	3 25.0%	6 46.2%	2 20.0%	0 0.0%	3 30.0%	3 50.0%	4 21.1%	1 25.0%	4 30.8%
Weakened brand reputation	3 25.0%	2 28.6%	4 25.0%	0 0.0%	1 20.0%	1 12.5%	3 25.0%	4 30.8%	1 10.0%	1 50.0%	1 10.0%	1 16.7%	5 26.3%	0 0.0%	2 15.4%
Weakened customer relationships	3 25.0%	1 14.3%	4 25.0%	0 0.0%	1 20.0%	2 25.0%	2 16.7%	5 38.5%	3 30.0%	1 50.0%	2 20.0%	1 16.7%	4 21.1%	1 25.0%	5 38.5%
Employee layoffs	1 8.3% b	4 57.1% a	4 25.0%	1 50.0%	2 40.0%	2 25.0%	2 16.7%	5 38.5%	2 20.0%	0 0.0%	3 30.0%	1 16.7%	7 36.8%	0 0.0%	2 15.4%
Weakened partner relationships	1 8.3%	1 14.3%	3 18.8%	0 0.0%	2 40.0%	1 12.5%	1 8.3%	3 23.1%	1 10.0%	1 50.0%	1 10.0%	0 0.0%	2 10.5%	1 25.0%	4 30.8%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

N=139

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Lost revenues	11 68.8%	12 80.0%	13 72.2%	17 81.0%	10 90.9%	31 77.5%	11 64.7%	15 75.0% e	9 64.3% e	21 84.0%	8 72.7% e	15 100.0% abdfh	9 64.3% e	10 76.9%	19 70.4% e
Lower profits	11 68.8%	9 60.0%	9 50.0%	11 52.4%	6 54.5%	21 52.5%	11 64.7%	12 60.0%	9 64.3%	11 44.0%	5 45.5%	9 60.0%	7 50.0%	10 76.9%	16 59.3%
Weakened employee morale	4 25.0%	3 20.0%	5 27.8%	6 28.6%	6 54.5%	12 30.0%	8 47.1%	4 20.0%	3 21.4%	8 32.0%	4 36.4%	5 33.3%	5 35.7%	6 46.2%	10 37.0%
Employee layoffs	3 18.8%	6 40.0%	8 44.4% d	3 14.3% c	1 9.1%	8 20.0%	6 35.3%	3 15.0%	6 42.9%	6 24.0%	2 18.2%	4 26.7%	3 21.4%	4 30.8%	8 29.6%
Weakened brand reputation	3 18.8%	3 20.0%	8 44.4% F	4 19.0%	2 18.2%	4 10.0% C	4 23.5%	5 25.0%	3 21.4%	5 20.0%	3 27.3%	3 20.0%	5 35.7%	1 7.7%	4 14.8%
Weakened partner relationships	3 18.8%	3 20.0%	2 11.1%	4 19.0%	2 18.2%	6 15.0%	1 5.9%	4 20.0%	1 7.1%	4 16.0%	3 27.3%	3 20.0%	3 21.4%	0 0.0%	4 14.8%
Weakened customer relationships	1 6.3% c	4 26.7%	7 38.9% a	7 33.3%	3 27.3%	7 17.5%	5 29.4%	5 25.0%	3 21.4%	7 28.0%	4 36.4%	3 20.0%	4 28.6%	2 15.4%	7 25.9%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**How well did your company cope with this challenge?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=Very poorly	6 4.1%	3 7.5%	2 4.5%	1 2.3%	0 0.0%	3 5.9%	0 0.0% e	1 3.8%	1 7.1%	1 14.3% b	1 1.6%	5 6.2%
2	4 2.8%	0 0.0% d	1 2.3%	1 2.3%	2 11.1% a	0 0.0% E	1 2.3%	0 0.0%	1 7.1%	1 14.3% A	1 1.6%	3 3.7%
3	13 9.0%	3 7.5%	1 2.3% c	7 16.3% b	2 11.1%	2 3.9% c	5 11.4%	6 23.1% a	0 0.0%	0 0.0%	4 6.3%	9 11.1%
4	32 22.1%	9 22.5%	8 18.2%	9 20.9%	6 33.3%	9 17.6%	15 34.1% c	3 11.5% b	3 21.4%	2 28.6%	16 25.0%	16 19.8%
5	40 27.6%	9 22.5%	15 34.1%	14 32.6%	2 11.1%	17 33.3%	8 18.2%	7 26.9%	5 35.7%	1 14.3%	17 26.6%	23 28.4%
6	38 26.2%	13 32.5%	11 25.0%	10 23.3%	4 22.2%	16 31.4%	11 25.0%	7 26.9%	2 14.3%	2 28.6%	17 26.6%	21 25.9%
7=Very well	12 8.3%	3 7.5%	6 13.6%	1 2.3%	2 11.1%	4 7.8%	4 9.1%	2 7.7%	2 14.3%	0 0.0%	8 12.5%	4 4.9%
Mean	4.78	4.80	5.05	4.58	4.56	4.98	4.80	4.69	4.71	4.00	5.03	4.58

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 6: Coping with Marketing Challenges**

**How well did your company cope with this challenge?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Very poorly	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	2 9.5%	0 0.0%	1 8.3%
2	0 0.0%	1 14.3%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%
3	1 8.3%	1 14.3%	3 18.8% m	0 0.0%	0 0.0%	1 11.1%	2 16.7%	1 7.1%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% co	0 0.0%	3 25.0% m
4	0 0.0% bejo	3 42.9% a	3 18.8%	1 33.3%	2 40.0% a	1 11.1%	3 25.0%	4 28.6%	3 25.0%	1 50.0% a	3 30.0%	1 16.7%	3 14.3%	0 0.0%	4 33.3% a
5	2 16.7%	0 0.0%	5 31.3%	1 33.3%	2 40.0%	3 33.3%	3 25.0%	5 35.7%	3 25.0%	1 50.0%	2 20.0%	3 50.0%	6 28.6%	2 50.0%	2 16.7%
6	8 66.7% chmO	2 28.6%	3 18.8% a	0 0.0%	1 20.0%	2 22.2%	4 33.3%	3 21.4% a	3 25.0%	0 0.0%	3 30.0%	1 16.7%	6 28.6% a	1 25.0%	1 8.3% A
7=Very well	0 0.0%	0 0.0%	1 6.3%	1 33.3% h	0 0.0%	2 22.2%	0 0.0%	0 0.0% d	2 16.7%	0 0.0%	1 10.0%	1 16.7%	2 9.5%	1 25.0%	1 8.3%
Mean	5.17	4.14	4.56	5.33	4.80	5.33	4.75	4.50	5.17	4.50	4.80	5.33	4.67	5.75	4.08
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01												

 **Topic 6: Coping with Marketing Challenges**

**How well did your company cope with this challenge?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Very poorly	1 5.6%	2 13.3% f	3 16.7% F	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	2 15.4%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%
2	0 0.0%	1 6.7%	1 5.6%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	1 4.3%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	1 3.6%
3	2 11.1%	2 13.3%	1 5.6%	1 5.0%	2 18.2%	3 6.8%	2 11.1%	3 13.0%	1 7.7%	3 12.5%	0 0.0%	1 6.3%	2 14.3%	0 0.0%	3 10.7%
4	4 22.2%	4 26.7%	2 11.1% e	6 30.0%	5 45.5% c	8 18.2%	3 16.7%	4 17.4%	2 15.4%	6 25.0%	3 27.3%	5 31.3%	3 21.4%	2 12.5%	7 25.0%
5	6 33.3%	4 26.7%	3 16.7%	8 40.0%	1 9.1%	11 25.0%	7 38.9%	5 21.7%	5 38.5%	4 16.7%	5 45.5%	5 31.3%	3 21.4%	4 25.0%	9 32.1%
6	3 16.7%	1 6.7% cf	7 38.9% b	3 15.0%	3 27.3%	16 36.4% b	5 27.8%	6 26.1%	2 15.4%	6 25.0%	3 27.3%	4 25.0%	4 28.6%	7 43.8%	6 21.4%
7=Very well	2 11.1%	1 6.7%	1 5.6%	2 10.0%	0 0.0%	5 11.4%	1 5.6%	3 13.0%	1 7.7%	2 8.3%	0 0.0%	1 6.3%	1 7.1%	3 18.8%	1 3.6%
Mean	4.72	3.93 dFg	4.44	4.95 b	4.45	5.20 B	5.00 b	4.78	4.38 g	4.46 g	5.00	4.94 g	4.71 g	5.69 bcefH	4.57 G

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which statement best describes how your company responded to the challenge? It is likely that both statements will apply to some degree. Select the statement that is the best reflection of your company's response from the pair offered.**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
We were able to plan our way through this threat.	67 51.9%	20 57.1%	21 50.0%	20 51.3%	6 46.2%	26 55.3%	18 47.4%	14 63.6%	4 30.8%	4 66.7%	35 60.3%	32 45.1%
We had to improvise to find a way to cope with this threat.	62 48.1%	15 42.9%	21 50.0%	19 48.7%	7 53.8%	21 44.7%	20 52.6%	8 36.4%	9 69.2%	2 33.3%	23 39.7%	39 54.9%
We were focused on resolving the threat.	57 46.7%	15 46.9%	20 48.8%	18 47.4%	4 36.4%	20 45.5%	21 52.5%	6 27.3%	5 62.5%	4 66.7%	25 46.3%	32 47.1%
We were focused on taking advantage of the opportunities associated with this threat.	65 53.3%	17 53.1%	21 51.2%	20 52.6%	7 63.6%	24 54.5%	19 47.5%	16 72.7%	3 37.5%	2 33.3%	29 53.7%	36 52.9%
We protected our current strategy.	45 36.0%	14 40.0%	14 35.0%	11 29.7%	6 46.2%	20 42.6%	11 28.9%	8 36.4%	5 55.6%	0 0.0%	19 34.5%	26 37.1%
We were willing to let go of some aspects of our current strategy.	80 64.0%	21 60.0%	26 65.0%	26 70.3%	7 53.8%	27 57.4%	27 71.1%	14 63.6%	4 44.4%	7 100.0%	36 65.5%	44 62.9%
We chose to retain our portfolio of products and services.	81 66.4%	22 66.7%	25 64.1%	25 67.6%	9 69.2%	31 70.5%	26 66.7%	13 61.9%	7 70.0%	4 66.7%	29 52.7%	52 77.6%
We chose to terminate some products and services from our portfolio.	41 33.6%	11 33.3%	14 35.9%	12 32.4%	4 30.8%	13 29.5%	13 33.3%	8 38.1%	3 30.0%	2 33.3%	26 47.3%	15 22.4%
We relied on our existing knowledge and capabilities to respond.	59 48.0%	14 43.8%	22 53.7%	18 48.6%	5 38.5%	21 47.7%	18 47.4%	12 54.5%	3 30.0%	3 50.0%	24 44.4%	35 50.7%
We built/hired new knowledge and capabilities to respond.	64 52.0%	18 56.3%	19 46.3%	19 51.4%	8 61.5%	23 52.3%	20 52.6%	10 45.5%	7 70.0%	3 50.0%	30 55.6%	34 49.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which statement best describes how your company responded to the challenge? It is likely that both statements will apply to some degree. Select the statement that is the best reflection of your company's response from the pair offered.**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We were able to plan our way through this threat.	7 77.8% bo	1 14.3% aef	7 50.0%	1 50.0%	4 80.0% bo	6 75.0% bo	5 45.5%	7 53.8%	7 63.6%	2 100.0%	6 60.0%	3 60.0%	8 44.4%	1 25.0%	2 20.0% aef
We had to improvise to find a way to cope with this threat.	2 22.2% bo	6 85.7% aef	7 50.0%	1 50.0%	1 20.0% bo	2 25.0% bo	6 54.5%	6 46.2%	4 36.4%	0 0.0%	4 40.0%	2 40.0%	10 55.6%	3 75.0%	8 80.0% aef
We were focused on resolving the threat.	4 40.0%	3 50.0%	4 28.6% i	0 0.0% i	2 50.0%	4 44.4%	5 50.0%	7 63.6% n	9 81.8% cdmn	1 50.0%	4 44.4%	3 60.0%	6 37.5% i	0 0.0% hi	5 55.6%
We were focused on taking advantage of the opportunities associated with this threat.	6 60.0%	3 50.0%	10 71.4% i	2 100.0% i	2 50.0%	5 55.6%	5 50.0%	4 36.4% n	2 18.2% cdmn	1 50.0%	5 55.6%	2 40.0%	10 62.5% i	4 100.0% hi	4 44.4%
We protected our current strategy.	5 50.0%	0 0.0% jm	4 30.8%	1 50.0%	2 50.0%	2 25.0%	2 18.2% j	3 25.0%	3 33.3%	2 100.0% bgo	5 50.0%	2 40.0%	11 55.0% bo	2 50.0%	1 11.1% jm
We were willing to let go of some aspects of our current strategy.	5 50.0%	6 100.0% jm	9 69.2%	1 50.0%	2 50.0%	6 75.0%	9 81.8% j	9 75.0%	6 66.7%	0 0.0% bgo	5 50.0%	3 60.0%	9 45.0% bo	2 50.0%	8 88.9% jm
We chose to retain our portfolio of products and services.	9 75.0%	3 50.0%	7 53.8%	2 100.0%	3 75.0%	6 75.0%	5 50.0%	5 38.5% l	7 77.8%	1 50.0%	7 70.0%	5 100.0% h	12 70.6%	3 100.0%	6 75.0%
We chose to terminate some products and services from our portfolio.	3 25.0%	3 50.0%	6 46.2%	0 0.0%	1 25.0%	2 25.0%	5 50.0%	8 61.5% l	2 22.2%	1 50.0%	3 30.0%	0 0.0% h	5 29.4%	0 0.0%	2 25.0%
We relied on our existing knowledge and capabilities to respond.	5 41.7%	3 50.0%	5 38.5%	1 50.0%	1 25.0%	6 75.0%	4 40.0%	8 61.5%	7 70.0%	1 50.0%	3 33.3%	2 40.0%	8 47.1%	3 75.0%	2 25.0%
We built/hired new knowledge and capabilities to respond.	7 58.3%	3 50.0%	8 61.5%	1 50.0%	3 75.0%	2 25.0%	6 60.0%	5 38.5%	3 30.0%	1 50.0%	6 66.7%	3 60.0%	9 52.9%	1 25.0%	6 75.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which statement best describes how your company responded to the challenge? It is likely that both statements will apply to some degree. Select the statement that is the best reflection of your company's response from the pair offered.**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
We were able to plan our way through this threat.	6 37.5%	4 28.6%	8 50.0%	12 66.7%	6 66.7%	23 57.5%	8 53.3%	9 42.9%	5 45.5%	10 47.6%	7 77.8%	8 50.0%	7 53.8%	11 78.6%	10 41.7%
We had to improvise to find a way to cope with this threat.	10 62.5%	10 71.4%	8 50.0%	6 33.3%	3 33.3%	17 42.5%	7 46.7%	12 57.1%	6 54.5%	11 52.4%	2 22.2%	8 50.0%	6 46.2%	3 21.4%	14 58.3%
We were focused on resolving the threat.	4 28.6%	6 50.0%	11 64.7%	7 43.8%	6 60.0%	13 35.1%	10 62.5%	7 35.0%	7 63.6%	8 42.1%	4 40.0%	8 57.1%	6 54.5%	3 23.1%	14 58.3%
We were focused on taking advantage of the opportunities associated with this threat.	10 71.4%	6 50.0%	6 35.3%	9 56.3%	4 40.0%	24 64.9%	6 37.5%	13 65.0%	4 36.4%	11 57.9%	6 60.0%	6 42.9%	5 45.5%	10 76.9%	10 41.7%
We protected our current strategy.	3 23.1%	4 28.6%	7 46.7%	9 47.4%	3 33.3%	16 40.0%	2 14.3%	6 31.6%	4 44.4%	8 36.4%	4 40.0%	6 40.0%	5 41.7%	6 37.5%	6 27.3%
We were willing to let go of some aspects of our current strategy.	10 76.9%	10 71.4%	8 53.3%	10 52.6%	6 66.7%	24 60.0%	12 85.7%	13 68.4%	5 55.6%	14 63.6%	6 60.0%	9 60.0%	7 58.3%	10 62.5%	16 72.7%
We chose to retain our portfolio of products and services.	9 64.3%	9 69.2%	13 86.7%	10 58.8%	8 80.0%	25 65.8%	7 50.0%	13 68.4%	8 80.0%	16 76.2%	6 66.7%	11 73.3%	8 61.5%	6 42.9%	13 61.9%
We chose to terminate some products and services from our portfolio.	5 35.7%	4 30.8%	2 13.3%	7 41.2%	2 20.0%	13 34.2%	7 50.0%	6 31.6%	2 20.0%	5 23.8%	3 33.3%	4 26.7%	5 38.5%	8 57.1%	8 38.1%
We relied on our existing knowledge and capabilities to respond.	6 42.9%	7 53.8%	9 69.2%	8 44.4%	4 40.0%	19 47.5%	5 35.7%	10 52.6%	5 55.6%	11 52.4%	3 33.3%	6 40.0%	8 61.5%	8 53.3%	8 36.4%
We built/hired new knowledge and capabilities to respond.	8 57.1%	6 46.2%	4 30.8%	10 55.6%	6 60.0%	21 52.5%	9 64.3%	9 47.4%	4 44.4%	10 47.6%	6 66.7%	9 60.0%	5 38.5%	7 46.7%	14 63.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Consider the mindset of people in your company as you worked through this challenge. From the pairs of words offered below, which one best describes this mindset?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Optimistic	104 78.2%	29 82.9%	31 73.8%	36 85.7%	8 57.1%	36 76.6%	31 75.6%	19 82.6%	12 92.3%	4 66.7%	47 82.5%	57 75.0%
Pessimistic	29 21.8%	6 17.1%	11 26.2%	6 14.3%	6 42.9%	11 23.4%	10 24.4%	4 17.4%	1 7.7%	2 33.3%	10 17.5%	19 25.0%
Defensive	59 42.4%	18 48.6%	15 34.1%	18 43.9%	8 47.1%	23 46.9%	21 50.0%	7 28.0%	4 30.8%	3 42.9%	27 42.9%	32 42.1%
Proactive	80 57.6%	19 51.4%	29 65.9%	23 56.1%	9 52.9%	26 53.1%	21 50.0%	18 72.0%	9 69.2%	4 57.1%	36 57.1%	44 57.9%
Flexible	115 85.2%	33 89.2%	38 86.4%	33 82.5%	11 78.6%	42 87.5%	34 85.0%	20 83.3%	12 92.3%	5 71.4%	52 88.1%	63 82.9%
Inflexible	20 14.8%	4 10.8%	6 13.6%	7 17.5%	3 21.4%	6 12.5%	6 15.0%	4 16.7%	1 7.7%	2 28.6%	7 11.9%	13 17.1%
Fearful	69 53.5%	13 38.2%	25 61.0%	21 52.5%	10 71.4%	27 57.4%	20 51.3%	12 52.2%	4 33.3%	5 83.3%	30 50.8%	39 55.7%
Fearless	60 46.5%	21 61.8%	16 39.0%	19 47.5%	4 28.6%	20 42.6%	19 48.7%	11 47.8%	8 66.7%	1 16.7%	29 49.2%	31 44.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Consider the mindset of people in your company as you worked through this challenge. From the pairs of words offered below, which one best describes this mindset?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Optimistic	8 66.7%	5 71.4%	13 86.7%	3 100.0%	4 80.0%	7 87.5%	8 72.7%	10 83.3%	9 75.0%	2 100.0%	7 77.8%	3 50.0%	13 72.2%	3 100.0%	9 90.0%
Pessimistic	4 33.3%	2 28.6%	2 13.3%	0 0.0%	1 20.0%	1 12.5%	3 27.3%	2 16.7%	3 25.0%	0 0.0%	2 22.2%	3 50.0%	5 27.8%	0 0.0%	1 10.0%
Defensive	4 30.8%	3 42.9%	5 33.3%	0 0.0%	2 40.0%	4 44.4%	7 58.3%	7 53.8%	3 25.0%	1 50.0%	3 33.3%	3 50.0%	10 50.0%	2 66.7%	5 50.0%
Proactive	9 69.2%	4 57.1%	10 66.7%	3 100.0%	3 60.0%	5 55.6%	5 41.7%	6 46.2%	9 75.0%	1 50.0%	6 66.7%	3 50.0%	10 50.0%	1 33.3%	5 50.0%
Flexible	10 90.9%	6 85.7%	11 78.6%	3 100.0%	5 100.0%	7 87.5%	9 90.0%	10 76.9%	12 100.0%	1 50.0%	9 90.0%	6 100.0%	16 80.0%	4 100.0%	6 60.0%
Inflexible	1 9.1%	1 14.3%	3 21.4%	0 0.0%	0 0.0%	1 12.5%	1 10.0%	3 23.1%	0 0.0%	1 50.0%	1 10.0%	0 0.0%	4 20.0%	0 0.0%	4 40.0%
Fearful	6 60.0%	4 57.1%	8 57.1%	0 0.0%	3 60.0%	5 62.5%	8 66.7%	7 58.3%	4 36.4%	1 50.0%	6 60.0%	3 50.0%	8 47.1%	0 0.0%	6 66.7%
Fearless	4 40.0%	3 42.9%	6 42.9%	3 100.0%	2 40.0%	3 37.5%	4 33.3%	5 41.7%	7 63.6%	1 50.0%	4 40.0%	3 50.0%	9 52.9%	3 100.0%	3 33.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Consider the mindset of people in your company as you worked through this challenge. From the pairs of words offered below, which one best describes this mindset?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Optimistic	14 87.5%	11 78.6%	11 68.8%	15 88.2%	8 80.0%	34 81.0%	11 64.7%	19 90.5% h	8 72.7%	18 85.7%	8 72.7%	11 78.6%	11 78.6%	14 82.4%	15 62.5% a
Pessimistic	2 12.5%	3 21.4%	5 31.3%	2 11.8%	2 20.0%	8 19.0%	6 35.3%	2 9.5% h	3 27.3%	3 14.3%	3 27.3%	3 21.4%	3 21.4%	3 17.6%	9 37.5% a
Defensive	5 29.4%	9 60.0%	5 31.3%	11 57.9%	7 63.6%	14 33.3%	7 38.9%	7 33.3%	3 25.0%	12 50.0% g	6 54.5% g	9 60.0% G	7 53.8% g	2 12.5% cdEfh	13 48.1% g
Proactive	12 70.6%	6 40.0%	11 68.8%	8 42.1%	4 36.4%	28 66.7%	11 61.1%	14 66.7%	9 75.0%	12 50.0% g	5 45.5% g	6 40.0% G	6 46.2% g	14 87.5% cdEfh	14 51.9% g
Flexible	17 94.4%	12 80.0%	13 81.3%	12 70.6%	9 90.0%	37 90.2%	15 88.2%	20 90.9%	11 91.7%	18 81.8%	8 80.0%	12 80.0%	10 83.3%	17 100.0% h	19 76.0% g
Inflexible	1 5.6%	3 20.0%	3 18.8%	5 29.4%	1 10.0%	4 9.8%	2 11.8%	2 9.1%	1 8.3%	4 18.2%	2 20.0%	3 20.0%	2 16.7%	0 0.0% h	6 24.0% g
Fearful	8 50.0%	6 42.9%	9 60.0%	11 61.1%	3 30.0%	19 50.0%	12 70.6%	12 60.0% c	6 54.5%	6 28.6% aeH	6 54.5%	10 66.7% c	4 33.3% h	6 40.0% h	19 79.2% Cfg
Fearless	8 50.0%	8 57.1%	6 40.0%	7 38.9%	7 70.0%	19 50.0%	5 29.4%	8 40.0% c	5 45.5%	15 71.4% aeH	5 45.5%	5 33.3% c	8 66.7% h	9 60.0% h	5 20.8% Cfg

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 6: Coping with Marketing Challenges**

**To what extent did the following help your company cope with this challenge? (check all that apply)**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
We communicated openly and regularly	91 63.2%	25 62.5%	28 65.1%	30 69.8%	8 44.4%	28 56.0%	29 65.9%	20 76.9%	9 64.3%	5 71.4%	44 68.8%	47 58.8%
We had early warning signs about this challenge	76 52.8%	21 52.5%	21 48.8%	23 53.5%	11 61.1%	35 70.0%	22 50.0%	11 42.3%	4 28.6%	2 28.6%	35 54.7%	41 51.3%
We had strong internal alignment on goals	71 49.3%	22 55.0%	19 44.2%	24 55.8%	6 33.3%	26 52.0%	23 52.3%	14 53.8%	4 28.6%	3 42.9%	40 62.5%	31 38.8%
We worked long hours	58 40.3%	19 47.5%	18 41.9%	17 39.5%	4 22.2%	13 26.0%	22 50.0%	13 50.0%	4 28.6%	4 57.1%	29 45.3%	29 36.3%
We had well-developed skills/capabilities for changing our company	46 31.9%	15 37.5%	15 34.9%	12 27.9%	4 22.2%	20 40.0%	11 25.0%	7 26.9%	5 35.7%	3 42.9%	21 32.8%	25 31.3%
We had strong partner/agency relationships	46 31.9%	9 22.5%	11 25.6%	18 41.9%	8 44.4%	15 30.0%	14 31.8%	10 38.5%	3 21.4%	2 28.6%	21 32.8%	25 31.3%
We ran experiments	38 26.4%	12 30.0%	12 27.9%	12 27.9%	2 11.1%	10 20.0%	12 27.3%	10 38.5%	3 21.4%	3 42.9%	19 29.7%	19 23.8%
We were lucky	22 15.3%	8 20.0%	4 9.3%	7 16.3%	3 16.7%	6 12.0%	6 13.6%	5 19.2%	2 14.3%	2 28.6%	9 14.1%	13 16.3%
We had slack resources	11 7.6%	2 5.0%	5 11.6%	2 4.7%	2 11.1%	3 6.0%	3 6.8%	1 3.8%	2 14.3%	2 28.6%	2 3.1%	9 11.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**To what extent did the following help your company cope with this challenge? (check all that apply)**

N=144

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We communicated openly and regularly	6 46.2%	4 57.1%	11 68.8%	1 33.3%	5 100.0%	7 77.8%	8 66.7%	10 83.3%	8 66.7%	1 50.0%	8 80.0%	2 33.3%	12 57.1%	2 50.0%	6 50.0%
We had early warning signs about this challenge	9 69.2%	2 28.6%	7 43.8%	0 0.0%	1 20.0%	4 44.4%	8 66.7%	8 66.7%	8 66.7%	1 50.0%	4 40.0%	6 100.0%	11 52.4%	3 75.0%	4 33.3%
We had strong internal alignment on goals	6 46.2%	2 28.6%	7 43.8%	1 33.3%	1 20.0%	7 77.8%	5 41.7%	10 83.3%	8 66.7%	0 0.0%	5 50.0%	1 16.7%	10 47.6%	2 50.0%	6 50.0%
We worked long hours	2 15.4%	6 85.7%	7 43.8%	2 66.7%	1 20.0%	5 55.6%	7 58.3%	3 25.0%	8 66.7%	1 50.0%	5 50.0%	0 0.0%	5 23.8%	2 50.0%	4 33.3%
We had well-developed skills/capabilities for changing our company	5 38.5%	1 14.3%	3 18.8%	2 66.7%	3 60.0%	3 33.3%	4 33.3%	4 33.3%	5 41.7%	0 0.0%	4 40.0%	2 33.3%	7 33.3%	2 50.0%	1 8.3%
We had strong partner/agency relationships	8 61.5%	1 14.3%	5 31.3%	2 66.7%	1 20.0%	1 11.1%	6 50.0%	3 25.0%	5 41.7%	2 100.0%	0 0.0%	2 33.3%	5 23.8%	2 50.0%	3 25.0%
We ran experiments	3 23.1%	1 14.3%	6 37.5%	1 33.3%	2 40.0%	1 11.1%	3 25.0%	2 16.7%	2 16.7%	1 50.0%	4 40.0%	0 0.0%	8 38.1%	1 25.0%	3 25.0%
We were lucky	2 15.4%	2 28.6%	2 12.5%	0 0.0%	2 40.0%	0 0.0%	1 8.3%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	1 16.7%	6 28.6%	1 25.0%	2 16.7%
We had slack resources	1 7.7%	2 28.6%	2 12.5%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**To what extent did the following help your company cope with this challenge? (check all that apply)**

N=144

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
We communicated openly and regularly	15 83.3% f	8 53.3%	10 55.6%	12 66.7%	9 81.8%	24 53.3% a	13 72.2%	18 78.3% f	10 76.9%	13 54.2%	7 70.0%	10 66.7%	6 42.9% a	10 58.8%	17 60.7%
We had early warning signs about this challenge	5 27.8% f	8 53.3%	10 55.6%	9 50.0%	4 36.4%	29 64.4% a	11 61.1%	9 39.1% g	9 69.2%	10 41.7% g	3 30.0% g	7 46.7%	8 57.1%	13 76.5% acd	17 60.7%
We had strong internal alignment on goals	6 33.3%	6 40.0%	11 61.1%	9 50.0%	3 27.3%	26 57.8%	10 55.6%	10 43.5%	6 46.2%	11 45.8%	2 20.0% eg	10 66.7% d	8 57.1%	11 64.7% d	13 46.4%
We worked long hours	5 27.8%	8 53.3% d	9 50.0% d	3 16.7% bcg	5 45.5%	19 42.2%	9 50.0% d	8 34.8%	7 53.8%	10 41.7%	4 40.0%	4 26.7%	6 42.9%	6 35.3%	13 46.4%
We had well-developed skills/capabilities for changing our company	8 44.4%	3 20.0%	6 33.3%	7 38.9%	2 18.2%	16 35.6%	4 22.2%	9 39.1%	4 30.8%	9 37.5%	1 10.0%	7 46.7%	3 21.4%	6 35.3%	7 25.0%
We had strong partner/agency relationships	4 22.2%	2 13.3%	6 33.3%	8 44.4%	4 36.4%	16 35.6%	5 27.8%	6 26.1%	4 30.8%	8 33.3%	3 30.0%	4 26.7%	6 42.9%	6 35.3%	9 32.1%
We ran experiments	5 27.8%	3 20.0%	6 33.3%	6 33.3%	3 27.3%	9 20.0%	6 33.3%	6 26.1%	4 30.8%	10 41.7% f	1 10.0%	4 26.7%	1 7.1% c	4 23.5%	8 28.6%
We were lucky	5 27.8%	5 33.3% dg	2 11.1%	1 5.6% b	2 18.2%	5 11.1%	1 5.6% b	6 26.1% g	2 15.4%	3 12.5%	2 20.0%	1 6.7%	5 35.7% g	0 0.0% af	3 10.7%
We had slack resources	3 16.7% f	2 13.3%	4 22.2% df	0 0.0% c	0 0.0%	1 2.2% ac	1 5.6%	6 26.1% cfg	1 7.7%	1 4.2% a	0 0.0%	1 6.7%	0 0.0% a	0 0.0% a	2 7.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
	A	B	C	D	A	B	C	D	E	A	B

**Our financial resources**

1=1	32 23.5%	9 23.7%	12 29.3%	8 20.0%	3 17.6%	11 23.4%	8 19.0%	7 28.0%	4 30.8%	1 16.7%	18 29.0%	14 18.9%
2=2	24 17.6%	8 21.1%	5 12.2%	8 20.0%	3 17.6%	9 19.1%	5 11.9%	5 20.0%	4 30.8%	1 16.7%	8 12.9%	16 21.6%
3=3	18 13.2%	5 13.2%	4 9.8%	5 12.5%	4 23.5%	9 19.1%	7 16.7%	2 8.0%	0 0.0%	0 0.0%	8 12.9%	10 13.5%
Mean	1.81	1.82	1.62	1.86	2.10	1.93	1.95	1.64	1.50	1.50	1.71	1.90

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Industry Sector														
Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

**Our financial resources**

1=1	4 33.3%	2 28.6%	2 14.3%	1 33.3%	0 0.0%	3 37.5%	2 18.2%	1 8.3%	4 33.3%	1 50.0%	3 30.0%	2 40.0%	4 20.0%	1 25.0%	2 18.2%
2=2	3 25.0%	1 14.3%	2 14.3%	1 33.3%	2 40.0%	0 0.0%	0 0.0%	5 41.7%	4 33.3%	0 0.0%	0 0.0%	2 40.0%	2 10.0%	1 25.0%	1 9.1%
3=3	2 16.7%	1 14.3%	2 14.3%	0 0.0%	0 0.0%	2 25.0%	2 18.2%	0 0.0%	1 8.3%	0 0.0%	1 10.0%	0 0.0%	2 10.0%	2 50.0%	3 27.3%
Mean	1.78	1.75	2.00	1.50	2.00	1.80	2.00	1.83	1.67	1.00	1.50	1.50	1.75	2.25	2.17

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Our financial resources**

1=1	4 22.2%	3 25.0%	4 22.2%	3 17.6%	1 10.0%	11 25.6%	6 35.3%	5 22.7%	3 25.0%	6 27.3%	2 22.2%	3 20.0%	3 25.0%	3 17.6%	7 25.9%
2=2	1 5.6%	3 25.0%	1 5.6%	5 29.4%	3 30.0%	9 20.9%	2 11.8%	3 13.6%	2 16.7%	4 18.2%	2 22.2%	5 33.3%	1 8.3%	4 23.5%	3 11.1%
3=3	1 5.6%	0 0.0%	1 5.6%	2 11.8%	2 20.0%	7 16.3%	5 29.4%	1 4.5%	0 0.0%	3 13.6%	1 11.1%	2 13.3%	1 8.3%	3 17.6%	7 25.9%
Mean	1.50	1.50	1.50	1.90	2.17	1.85	1.92	1.56	1.40	1.77	1.80	1.90	1.60	2.00	2.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
	A	B	C	D	A	B	C	D	E	A	B

**Our human resources**

1=1	28 20.6%	7 18.4%	12 29.3%	5 12.5%	4 23.5%	12 25.5%	8 19.0%	3 12.0%	1 7.7%	4 66.7%	7 11.3%	21 28.4%
						e	e	E	e	abCd	b	a
2=2	15 11.0%	3 7.9%	4 9.8%	6 15.0%	2 11.8%	4 8.5%	5 11.9%	2 8.0%	3 23.1%	1 16.7%	9 14.5%	6 8.1%
3=3	19 14.0%	6 15.8%	6 14.6%	6 15.0%	1 5.9%	8 17.0%	6 14.3%	1 4.0%	3 23.1%	1 16.7%	9 14.5%	10 13.5%
Mean	1.85	1.94	1.73	2.06	1.57	1.83	1.89	1.67	2.29	1.50	2.08	1.70

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Industry Sector															
Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	

**Our human resources**

1=1	2 16.7%	1 14.3%	3 21.4%	0 0.0%	1 20.0%	3 37.5%	0 0.0%	4 33.3%	2 16.7%	1 50.0%	4 40.0%	3 60.0%	3 15.0%	0 0.0%	1 9.1%
						g	fhjkl	g		g	g	gmo	1		1
2=2	2 16.7%	1 14.3%	1 7.1%	1 33.3%	0 0.0%	1 12.5%	1 9.1%	1 8.3%	1 8.3%	0 0.0%	1 10.0%	0 0.0%	3 15.0%	1 25.0%	1 9.1%
3=3	1 8.3%	2 28.6%	2 14.3%	0 0.0%	2 40.0%	1 12.5%	1 9.1%	4 33.3%	1 8.3%	0 0.0%	3 30.0%	0 0.0%	2 10.0%	0 0.0%	0 0.0%
					o			o							eh
Mean	1.80	2.25	1.83	2.00	2.33	1.60	2.50	2.00	1.75	1.00	1.88	1.00	1.88	2.00	1.50

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Our human resources**

1=1	6 33.3%	1 8.3%	6 33.3%	2 11.8%	1 10.0%	8 18.6%	4 23.5%	7 31.8%	3 25.0%	5 22.7%	1 11.1%	1 6.7%	2 16.7%	4 23.5%	5 18.5%
2=2	3 16.7%	1 8.3%	1 5.6%	1 5.9%	1 10.0%	7 16.3%	1 5.9%	4 18.2%	0 0.0%	4 18.2%	0 0.0%	1 6.7%	1 8.3%	2 11.8%	3 11.1%
3=3	4 22.2%	3 25.0%	3 16.7%	1 5.9%	1 10.0%	6 14.0%	1 5.9%	2 9.1%	4 33.3%	4 18.2%	1 11.1%	3 20.0%	2 16.7%	2 11.8%	1 3.7%
Mean	1.85	2.40	1.70	1.75	2.00	1.90	1.50	1.62	2.14	1.92	2.00	2.40	2.00	1.75	1.56

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
	A	B	C	D	A	B	C	D	E	A	B

**Our brand reputation**

1=1	30 22.1%	8 21.1%	7 17.1%	11 27.5%	4 23.5%	12 25.5%	7 16.7%	5 20.0%	5 38.5%	0 0.0%	11 17.7%	19 25.7%
2=2	30 22.1%	11 28.9%	6 14.6%	9 22.5%	4 23.5%	9 19.1%	11 26.2%	6 24.0%	2 15.4%	1 16.7%	13 21.0%	17 23.0%
3=3	33 24.3%	8 21.1%	12 29.3%	8 20.0%	5 29.4%	12 25.5%	7 16.7%	9 36.0%	2 15.4%	3 50.0%	15 24.2%	18 24.3%
Mean	2.03	2.00	2.20	1.89	2.08	2.00	2.00	2.20	1.67 e	2.75 d	2.10	1.98

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

**Our brand reputation**

1=1	4 33.3%	2 28.6%	6 42.9% f	0 0.0%	3 60.0% fh	0 0.0% ce	3 27.3%	1 8.3% e	2 16.7%	0 0.0%	2 20.0%	0 0.0%	4 20.0%	0 0.0%	3 27.3%
2=2	1 8.3%	2 28.6%	4 28.6%	0 0.0%	1 20.0%	2 25.0%	3 27.3%	2 16.7%	0 0.0% jlm	1 50.0% i	1 10.0%	2 40.0% i	8 40.0% i	1 25.0%	2 18.2%
3=3	3 25.0%	2 28.6%	1 7.1% i	1 33.3%	0 0.0%	2 25.0%	2 18.2%	4 33.3%	5 41.7% c	0 0.0%	3 30.0%	2 40.0%	4 20.0%	2 50.0%	2 18.2%
Mean	1.88	2.00	1.55 fhln	3.00	1.25 fhln	2.50 ce	1.88	2.43 ce	2.43 c	2.00	2.17	2.50 ce	2.00	2.67 ce	1.86

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Our brand reputation**

1=1	3 16.7%	4 33.3%	4 22.2%	4 23.5%	3 30.0%	9 20.9%	3 17.6%	4 18.2%	3 25.0%	4 18.2%	2 22.2%	4 26.7%	3 25.0%	4 23.5%	6 22.2%
2=2	5 27.8%	1 8.3%	5 27.8%	3 17.6%	3 30.0%	9 20.9%	3 17.6%	6 27.3%	1 8.3%	5 22.7%	4 44.4%	2 13.3%	5 41.7%	3 17.6%	4 14.8%
3=3	5 27.8%	3 25.0%	5 27.8%	2 11.8%	3 30.0%	10 23.3%	5 29.4%	8 36.4%	2 16.7%	5 22.7%	0 0.0%	3 20.0%	1 8.3%	5 29.4%	9 33.3%
Mean	2.15	1.88	2.07	1.78	2.00	2.04	2.18	2.22	1.83	2.07	1.67	1.89	1.78	2.08	2.16

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B

**Our customer relationships**

1=1	31 22.8%	9 23.7%	6 14.6%	13 32.5%	3 17.6%	8 17.0%	11 26.2%	8 32.0%	2 15.4%	1 16.7%	18 29.0%	13 17.6%
2=2	48 35.3%	14 36.8%	18 43.9% c	9 22.5% b	7 41.2%	19 40.4%	15 35.7%	7 28.0%	3 23.1%	2 33.3%	22 35.5%	26 35.1%
3=3	29 21.3%	6 15.8%	10 24.4%	11 27.5%	2 11.8%	7 14.9% D	7 16.7% D	6 24.0%	7 53.8% AB	2 33.3%	13 21.0%	16 21.6%
Mean	1.98	1.90	2.12	1.94	1.92	1.97	1.88 d	1.90	2.42 b	2.20	1.91	2.05

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

**Our customer relationships**

1=1	1 8.3% n	2 28.6%	3 21.4%	0 0.0%	1 20.0%	2 25.0%	3 27.3%	5 41.7%	1 8.3% n	0 0.0%	1 10.0% n	0 0.0% n	6 30.0%	3 75.0% aikl	3 27.3%
2=2	6 50.0%	2 28.6%	6 42.9%	1 33.3%	1 20.0%	4 50.0%	3 27.3%	3 25.0%	6 50.0%	0 0.0%	6 60.0% l	0 0.0% k	7 35.0%	0 0.0%	3 27.3%
3=3	2 16.7%	1 14.3%	3 21.4%	2 66.7% hi	3 60.0% ghI	1 12.5%	1 9.1% e	1 8.3% de	0 0.0% DEjlm	1 50.0% i	2 20.0%	2 40.0% i	6 30.0% i	0 0.0%	4 36.4% i
Mean	2.11	1.80	2.00	2.67 hi	2.40	1.86	1.71	1.56 d	1.86 d	3.00	2.11	3.00	2.00	1.00	2.10

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Our customer relationships**

1=1	2 11.1%	3 25.0%	3 16.7%	5 29.4%	2 20.0%	12 27.9%	3 17.6%	2 9.1%	3 25.0%	5 22.7%	4 44.4%	3 20.0%	2 16.7%	4 23.5%	8 29.6%
2=2	6 33.3%	4 33.3%	9 50.0%	4 23.5%	3 30.0%	14 32.6%	8 47.1%	7 31.8%	6 50.0%	8 36.4%	1 11.1%	5 33.3%	4 33.3%	7 41.2%	10 37.0%
3=3	6 33.3%	2 16.7%	4 22.2%	6 35.3%	2 20.0%	8 18.6%	1 5.9%	7 31.8%	2 16.7%	4 18.2%	3 33.3%	4 26.7%	3 25.0%	3 17.6%	3 11.1%
Mean	2.29	1.89	2.06	2.07	2.00	1.88	1.83	2.31	1.91	1.94	1.88	2.08	2.11	1.93	1.76

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
	A	B	C	D	A	B	C	D	E	A	B

**Our partner relationships**

1=1	14 10.3%	5 13.2%	4 9.8%	2 5.0%	3 17.6%	4 8.5%	7 16.7%	2 8.0%	1 7.7%	0 0.0%	7 11.3%	7 9.5%
2=2	13 9.6%	1 2.6%	5 12.2%	6 15.0%	1 5.9%	3 6.4%	3 7.1%	5 20.0%	1 7.7%	1 16.7%	6 9.7%	7 9.5%
3=3	25 18.4%	7 18.4%	7 17.1%	8 20.0%	3 17.6%	7 14.9%	9 21.4%	6 24.0%	1 7.7%	0 0.0%	11 17.7%	14 18.9%
Mean	2.21	2.15	2.19	2.38	2.00	2.21	2.11	2.31	2.00	2.00	2.17	2.25

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Industry Sector															
Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	

**Our partner relationships**

1=1	1 8.3% d	0 0.0% d	0 0.0% Dg	2 66.7% abCfHk	0 0.0%	0 0.0%	3 27.3% d	0 0.0%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	3 15.0%	0 0.0%	2 18.2%
2=2	0 0.0% jo	1 14.3%	1 7.1%	0 0.0%	1 20.0%	1 12.5%	1 9.1%	0 0.0% jo	1 8.3%	1 50.0% ahM	1 10.0%	0 0.0%	0 0.0% JnO	1 25.0% m	4 36.4% ahM
3=3	3 25.0%	1 14.3%	6 42.9%	0 0.0%	0 0.0%	1 12.5%	3 27.3%	2 16.7%	3 25.0%	0 0.0%	1 10.0%	0 0.0%	4 20.0%	0 0.0%	1 9.1%
Mean	2.50	2.50	2.86 O	1.00	2.00	2.50	2.00	3.00	2.00	2.00	2.50	---	2.14	2.00	1.86 C

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Our partner relationships**

1=1	3 16.7%	1 8.3%	1 5.6%	3 17.6%	2 20.0%	3 7.0%	1 5.9%	4 18.2%	0 0.0%	2 9.1%	0 0.0%	3 20.0%	2 16.7%	2 11.8%	1 3.7%
2=2	2 11.1%	2 16.7%	2 11.1%	3 17.6%	0 0.0%	3 7.0%	1 5.9%	1 4.5%	3 25.0%	0 0.0%	2 22.2%	1 6.7%	1 8.3%	1 5.9%	4 14.8%
3=3	1 5.6%	2 16.7%	3 16.7%	5 29.4%	1 10.0%	9 20.9%	3 17.6%	3 13.6%	3 25.0%	3 13.6%	3 33.3%	2 13.3%	3 25.0%	3 17.6%	5 18.5%
Mean	1.67	2.20	2.33	2.18	1.67	2.40	2.40	1.88	2.50	2.20	2.60	1.83	2.17	2.17	2.40

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
	A	B	C	D	A	B	C	D	E	A	B

**Outside help**

1=1	1 0.7%	0 0.0%	0 0.0%	1 2.5%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	1 1.6%	0 0.0%
2=2	6 4.4%	1 2.6%	3 7.3%	2 5.0%	0 0.0%	3 6.4%	3 7.1%	0 0.0%	0 0.0%	0 0.0%	4 6.5%	2 2.7%
3=3	4 2.9%	2 5.3%	0 0.0%	0 0.0%	2 11.8%	1 2.1%	2 4.8%	1 4.0%	0 0.0%	0 0.0%	3 4.8%	1 1.4%
Mean	2.27	2.67	2.00	1.67	3.00	2.25	2.17	3.00	---	---	2.25	2.33

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Industry Sector														
Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

**Outside help**

1=1	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3% cm	1 8.3%	0 0.0%	0 0.0%	1 10.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%
3=3	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 8.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.00	---	---	---	---	---	2.25	2.00	3.00	---	2.00	2.00	---	---	---

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 6: Coping with Marketing Challenges**

**Which company resources were most important to your company's ability to cope with this challenge? (rank 1, 2, 3, where 1 is most important)**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Outside help**

1=1	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%
2=2	1 5.6%	1 8.3%	0 0.0%	1 5.9%	0 0.0%	1 2.3%	2 11.8%	1 4.5%	0 0.0%	1 4.5%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	3 11.1%
3=3	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 10.0%	1 2.3%	1 5.9%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 6.7%	1 8.3%	1 5.9%	0 0.0%
Mean	2.00	2.50	---	2.00	2.00	2.50	2.33	2.00	3.00	2.00	---	2.00	3.00	3.00	2.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**By what percent has the size of your marketing organization grown or shrunk over the last year?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	165	48	52	47	18	60	50	28	15	9	71	94
Mean	5.30	4.08	7.62	5.28	1.94	2.65	4.28	4.89	2.00	29.44	2.61	7.34
SD	26.11	28.26	29.22	23.76	15.62	25.83	19.70	26.77	28.32	43.19	20.78	29.44
						e	E	e		aBc		


Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**By what percent has the size of your marketing organization grown or shrunk over the last year?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	15	7	18	5	7	8	12	14	15	2	12	7	23	5	15
Mean	14.80	-4.86	8.61	2.40	25.29	6.88	9.82	-2.43	7.07	-20.00	1.92	-1.43	9.35	-0.60	-5.80
SD	32.26	11.26	27.16	16.01	37.31	39.64	28.97	24.33	15.85	28.28	19.06	12.82	30.01	9.45	21.93

f  
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 7: Marketing Jobs**

**By what percent has the size of your marketing organization grown or shrunk over the last year?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	18	24	25	12	46	18	26	17	31	13	17	14	16	31
Mean	9.05	2.33	5.75	10.52	2.50	3.78	0.72	5.69	14.82	5.74	10.38	0.00	5.21	1.63	2.03
SD	27.79	45.99	29.65	30.94	18.89	14.74	8.94	22.51	43.31	34.14	30.45	18.87	20.30	8.69	16.22

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 7: Marketing Jobs**

**Compared to the number of marketing hires last year, by what percentage will your company’s marketing hires change in the next year?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	166	48	52	48	18	60	50	29	15	9	72	94
Mean	4.03	5.55	1.68	6.07	1.34	5.21	1.65	5.51	2.16	6.58	4.33	3.80
SD	14.23	16.19	16.06	11.73	6.54	14.39	12.91	15.84	14.74	16.60	14.47	14.11


Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**Compared to the number of marketing hires last year, by what percentage will your company’s marketing hires change in the next year?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	15	7	18	5	7	8	13	14	15	2	12	7	23	5	15
Mean	1.86	-1.43	8.62	3.00	4.29	6.65	1.09	3.71	8.95	-2.50	0.42	0.71	6.45	4.00	1.62
SD	20.78	9.00	12.93	4.47	6.07	18.10	5.36	8.98	12.56	3.54	14.05	3.45	21.94	10.84	14.08
							i		g						


Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**Compared to the number of marketing hires last year, by what percentage will your company’s marketing hires change in the next year?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	18	24	25	12	46	19	26	17	31	13	17	14	16	32
Mean	2.26	5.15	1.99	8.33	7.50	2.32	3.76	6.22	0.40	2.60	5.77	12.96	-0.19	1.56	3.20
SD	14.86	19.62	15.32	13.71	6.57	13.44	12.89	16.60	19.96	12.91	7.60	14.82	14.24	11.79	11.40
									e	e		bcfgh	e	e	e

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**To what extent are new technologies replacing marketing employees in your company? (1=Not at all, A Great Deal)**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Currently	165	47	52	47	19	60	51	28	15	8	73	92
	1.78	1.96	1.77	1.72	1.53	1.68	1.84	1.86	2.13	1.13	1.81	1.76
	1.29	1.52	1.23	1.28	0.84	1.26	1.29	1.15	2.00	0.35	1.13	1.42
Next three years	165	48	52	46	19	60	49	29	15	9	72	93
	2.87	3.13	2.77	2.65	3.05	2.75	2.90	3.45	2.47	2.33	2.97	2.80
	1.71	1.75	1.94	1.42	1.65	1.67	1.81	1.57	1.92	1.66	1.63	1.78

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**To what extent are new technologies replacing marketing employees in your company? (1=Not at all, A Great Deal)**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Currently	15 1.73 1.39	7 1.29 0.49 n	17 2.00 1.70	5 1.00 0.00	7 1.14 0.38 n	8 2.13 1.25	14 2.07 1.54	14 1.57 0.76	15 1.47 0.83	2 1.50 0.71	12 1.50 1.17	7 2.29 1.70	22 2.27 1.64	5 2.20 0.84 be	15 1.60 1.35
Next three years	15 3.13 1.73	7 2.43 0.98 n	16 2.81 1.56	5 1.80 0.84 mn	7 1.71 0.95 mN	8 3.13 1.64	14 3.00 1.92	14 2.36 1.22 mn	15 2.47 1.41 mn	2 2.50 0.71	12 2.58 2.31	7 3.57 2.23	23 3.70 1.84 dehi	5 4.20 1.64 bdEhi	15 2.67 1.80
Significance Tests Between Columns:	Lower case: p<.05    Upper case: p<.01														

 **Topic 7: Marketing Jobs**

**To what extent are new technologies replacing marketing employees in your company? (1=Not at all, A Great Deal)**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Currently	21	17	24	24	12	47	19	26	17	30	12	17	14	16	33
	1.71	1.88	1.88	1.63	1.42	1.70	2.26	1.85	2.24	1.47	1.92	1.35	1.64	1.81	2.00
	1.31	1.54	1.65	1.21	0.51	1.23	1.19	1.62	1.68	0.94	1.56	0.61	1.39	1.22	1.20
					g		e		ce	b		bh			e
Next three years	21	18	23	25	12	47	18	26	16	31	13	17	14	16	32
	2.62	3.00	3.00	2.44	2.33	3.04	3.39	2.62	3.19	2.87	2.69	2.12	2.36	3.50	3.31
	1.94	1.71	2.09	1.45	1.07	1.71	1.65	1.92	1.87	1.75	1.70	1.32	1.50	1.83	1.53
												gH		e	E

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**What percent of your marketing organization is working from home...?**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
All the time	168	49	53	48	18	61	50	29	15	9	72	96
	37.76	37.27	44.34	33.81	30.28	42.25	33.12	27.10	30.00	82.22	34.88	39.93
	41.03	40.92	41.02	41.15	41.74	43.30	39.73	34.74	39.05	31.93	39.31	42.35
						E	E	E	E	ABCD		
Some the time	164	47	52	48	17	59	50	29	15	7	72	92
	55.57	49.83	61.00	52.08	64.71	53.22	62.18	56.38	50.67	31.43	53.54	57.16
	39.87	39.61	38.13	42.84	36.63	40.16	39.53	36.40	42.80	47.41	37.77	41.58

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 7: Marketing Jobs**

**What percent of your marketing organization is working from home...?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
All the time	15 30.93 31.92 eM	8 32.00 36.87 m	18 42.33 46.21 l	5 39.00 53.43	7 65.00 36.97 aiLo	9 27.78 34.11 M	13 47.69 39.14 l	14 27.14 41.77 M	15 20.67 38.68 eM	2 10.00 14.14 m	12 52.17 47.46 l	7 4.43 5.97 acEgkM	23 68.04 38.31 AbFHjLnO	5 22.00 25.88 m	15 20.00 34.23 eM
Some the time	14 80.50 22.03 CfgIkMN	8 75.00 33.91 m	18 43.89 43.54 Ah	5 61.00 45.88	6 52.50 44.58	9 56.11 33.89 a	12 52.50 35.06 a	13 73.62 31.01 cimn	15 41.33 40.86 Ah	2 90.00 14.14	12 50.00 48.05 a	7 71.43 30.10	23 39.57 43.22 Abh	5 39.00 29.24 Ah	15 58.67 44.18

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 7: Marketing Jobs**

**What percent of your marketing organization is working from home...?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
All the time	21 53.14 46.41 F	18 47.78 44.93 F	24 46.50 47.35 F	26 41.54 41.03 f	12 45.67 42.62 f	46 21.17 31.89 ABCde	20 32.00 32.86	26 57.73 46.99 gh	17 55.35 45.41 h	31 33.94 44.12	14 30.07 28.72	17 34.71 42.77	14 28.50 37.87	17 28.53 32.30 a	32 29.84 34.77 ab
Some the time	20 39.75 45.17 F	17 40.41 38.18 F	24 46.79 45.30 f	24 55.63 38.14	12 55.42 41.69	46 69.43 33.64 ABc	20 60.75 35.70	25 44.20 47.07 g	17 26.76 32.67 CdefGH	29 60.86 40.42 B	14 53.57 36.03 b	16 58.13 41.71 b	14 59.21 42.27 b	17 72.65 28.35 aB	32 63.91 35.19 B

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**What percent of your marketing budget to you spend on DE&I?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	159	47	51	43	18	59	45	28	15	9	69	90
Mean	3.79	2.11	6.12	3.98	1.17	4.03	3.73	3.32	4.07	2.56	5.26	2.67
SD	9.77	7.63	14.43	5.61	2.73	13.20	8.13	4.67	9.07	5.00	13.38	5.44
				d	c							

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**What percent of your marketing budget to you spend on DE&I?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	14	7	16	5	7	7	14	13	15	2	11	7	23	5	13
Mean	6.21	1.14	2.81	3.00	5.00	3.00	4.71	1.08	2.33	0.00	1.27	19.29	3.00	4.00	3.00
SD	9.15	2.04	5.76	4.47	7.64	3.83	5.65	2.78	4.17	0.00	2.05	34.57	10.51	4.18	5.54

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**What percent of your marketing budget to you spend on DE&I?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	18	24	23	11	44	17	26	16	29	13	17	14	14	30
Mean	3.10	0.06	4.58	2.48	3.18	3.61	10.35	3.46	0.69	4.66	2.15	2.29	1.86	4.50	7.03
SD	7.62	0.24	11.51	4.89	4.62	4.97	22.35	7.41	2.50	10.77	3.80	4.96	3.70	4.60	17.33
		dEF		b	B	B			G					B	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 7: Marketing Jobs**

**How diverse is your marketing organization?**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
%Female	149 60.60 24.59	43 57.47 24.14	48 60.33 27.46	42 64.10 23.65	16 60.69 19.47	58 56.76 26.38	43 64.23 22.79	25 62.76 20.83	15 57.27 27.95	7 69.00 27.12	66 61.61 21.98	83 59.81 26.58
%Non-white	129 23.70 20.48	36 22.39 21.23	39 27.15 23.97	39 22.15 15.95	15 21.87 20.21	50 20.50 24.13	38 24.50 17.01	21 24.29 13.63	13 26.38 21.68	6 38.83 24.46	57 22.77 21.85	72 24.43 19.44
%Disabled	105 1.53 3.39	32 1.88 4.35	30 0.70 2.17	30 1.70 3.39	13 2.23 3.00	43 0.79 2.36	28 2.04 3.40	17 3.35 5.51	11 1.18 2.48	5 0.00 0.00	46 1.91 4.11	59 1.24 2.70
% LGBTQ+	109 8.41 10.42	32 4.75 7.85	32 9.28 14.06	34 10.09 8.34	11 11.36 8.67	44 6.16 11.17	30 7.20 8.57	18 11.72 6.11	11 16.73 13.84	5 7.00 9.75	50 7.88 10.08	59 8.86 10.77

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 7: Marketing Jobs**

**How diverse is your marketing organization?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
%Female	14 63.00 16.17 jN	7 67.43 25.19 n	16 72.19 23.80 iN	5 71.60 19.63 n	7 70.71 34.21	7 52.43 11.24 J	11 58.73 11.04 JN	13 59.23 34.21	13 50.00 20.82 cj	2 95.00 7.07 aFGiln	11 55.55 28.85	7 52.86 20.70 j	18 62.83 25.71 n	5 33.80 22.41 AbCdGjm	13 58.77 24.36
%Non-white	12 27.17 16.46 f	4 12.75 6.08 n	15 26.87 17.55 f	4 20.25 14.38	6 26.33 24.39	7 10.71 13.67 acn	8 17.50 14.77	13 27.92 27.99	10 17.00 12.95	0 ---	10 37.20 36.15	6 25.67 22.46	16 23.13 22.91	5 25.80 6.94 bf	13 20.38 11.94
%Disabled	10 1.30 2.16 l	4 3.00 2.45	12 1.67 3.26	4 0.75 1.50	5 1.60 3.58	7 0.00 0.00	7 2.29 3.86	10 0.70 1.64 L	9 2.33 6.63	0 ---	7 0.00 0.00	3 6.67 5.77 aHm	14 0.71 2.67 l	4 1.50 2.38	9 2.78 4.41
% LGBTQ+	11 15.55 14.47 iM	4 15.75 9.95 flm	12 10.25 8.94 im	4 14.50 4.20 eFgIM	5 6.40 4.98 d	6 2.50 4.18 bDl	6 7.33 5.01 di	10 7.80 10.83	9 1.67 3.54 aBcDgLo	0 ---	8 9.63 17.44	5 10.00 3.54 fl	15 2.53 7.72 AbcDo	3 5.33 8.39	11 12.45 11.95 im

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 7: Marketing Jobs**

**How diverse is your marketing organization?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
%Female	17 58.47 35.81	17 58.76 28.83	20 58.45 33.55	24 65.13 23.40	12 70.42 17.32	44 60.25 17.71	15 53.93 12.87	21 60.67 36.71	14 55.21 32.41	29 56.62 27.81	13 63.23 21.13	17 69.53 20.13	12 57.25 9.75	15 65.73 20.83	28 59.43 14.09
					G	E									
%Non-white	11 24.82 25.91	16 16.88 25.07	14 21.00 20.32	21 20.62 17.90	11 28.00 19.21	43 25.30 18.25	13 30.08 22.66	16 27.06 24.49	10 7.10 12.11	24 21.83 18.50	11 34.55 27.79	15 28.40 20.23	12 14.75 12.75	14 28.86 20.25	27 23.78 18.54
								b	acDEGH	b	Bf	B	dg	Bf	b
%Disabled	8 1.00 2.83	14 1.79 3.60	13 0.77 2.77	17 0.00 0.00	9 0.56 1.67	35 2.23 4.39	9 3.89 3.06	12 0.83 2.89	10 1.80 3.82	21 0.95 2.44	8 0.63 1.77	13 0.38 1.39	10 0.00 0.00	12 2.75 6.14	19 3.68 3.56
			g		g		ce	h		H	h	H			aCdE
%LGBTQ+	9 10.44 17.91	14 10.57 14.22	15 10.60 14.22	19 4.68 8.16	10 6.80 4.73	34 8.15 6.99	8 10.25 5.39	13 10.92 15.53	11 11.36 17.39	22 4.05 6.49	8 8.25 9.88	15 8.20 9.56	10 10.00 9.57	11 6.18 5.10	19 10.74 7.84
										fH			c		C

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 8: Marketing Leadership**

**How much time do you spend managing the present versus preparing for the future of marketing in your company?**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Managing the present	162 67.90 18.72	46 71.22 16.40	51 65.37 18.85	47 66.06 20.16	18 71.39 19.76	60 68.75 18.76	49 65.41 17.88	26 69.23 20.82	15 74.00 12.85	8 61.25 25.74	70 68.94 17.25	92 67.11 19.82
Preparing for the future	162 32.10 18.72	46 28.78 16.40	51 34.63 18.85	47 33.94 20.16	18 28.61 19.76	60 31.25 18.76	49 34.59 17.88	26 30.77 20.82	15 26.00 12.85	8 38.75 25.74	70 31.06 17.25	92 32.89 19.82

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 8: Marketing Leadership**

**How much time do you spend managing the present versus preparing for the future of marketing in your company?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Managing the present	15 59.67 16.63	8 65.00 21.04	17 63.82 22.12	5 81.00 10.25	7 60.71 24.23	8 73.75 15.75	13 73.92 13.36	14 70.36 18.13	15 70.67 17.31	2 77.50 24.75	12 70.33 24.05	7 66.43 14.35	21 65.48 19.81	4 60.00 21.21	14 71.07 16.66
Preparing for the future	15 40.33 16.63	8 35.00 21.04	17 36.18 22.12	5 19.00 10.25	7 39.29 24.23	8 26.25 15.75	13 26.08 13.36	14 29.64 18.13	15 29.33 17.31	2 22.50 24.75	12 29.67 24.05	7 33.57 14.35	21 34.52 19.81	4 40.00 21.21	14 28.93 16.66

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 8: Marketing Leadership**

**How much time do you spend managing the present versus preparing for the future of marketing in your company?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Managing the present	21 64.05 23.00 b	17 78.24 10.60 adef	22 69.95 17.72	26 65.81 20.87 b	12 61.67 22.09 b	44 66.59 17.18 b	19 69.47	26 66.92 21.45	16 71.25 19.62	29 70.14 17.79	14 61.86 21.37	17 69.12 19.14	14 70.36 17.59	15 66.33 15.41	31 66.61 18.32
Preparing for the future	21 35.95 23.00 b	17 21.76 10.60 adef	22 30.05 17.72	26 34.19 20.87 b	12 38.33 22.09 b	44 33.41 17.18 b	19 30.53	26 33.08 21.45	16 28.75 19.62	29 29.86 17.79	14 38.14 21.37	17 30.88 19.14	14 29.64 17.59	15 33.67 15.41	31 33.39 18.32

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 8: Marketing Leadership**

**How often are you/your senior marketing leader asked by the CEO or CFO to participate in board meetings and earnings calls? (1=Never, 7=All the time)**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Board meetings	48	12	14	18	4	16	18	12	0	0	28	20
	4.44	4.75	4.00	4.50	4.75	4.50	3.94	4.75	---	---	4.64	4.15
	2.22	1.91	2.29	2.36	2.87	2.16	2.26	2.34	---	---	2.16	2.32
Preparation for earnings calls	48	12	14	18	4	16	18	12	0	0	28	20
	4.65	4.17	4.64	4.67	6.00	3.75	5.44	4.58	---	---	4.64	4.65
	2.24	2.66	1.91	2.28	2.00	2.29	2.04	2.19	---	---	2.33	2.16
						b	a					

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 8: Marketing Leadership**

**How often are you/your senior marketing leader asked by the CEO or CFO to participate in board meetings and earnings calls? (1=Never, 7=All the time)**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Board meetings															
	5	2	2	2	0	6	5	6	4	0	0	5	6	1	4
	4.20	2.50	6.50	6.50	---	4.17	5.00	3.50	5.25	---	---	3.00	5.17	4.00	4.75
	2.05	2.12	0.71	0.71	---	2.71	2.12	2.26	2.22	---	---	2.45	2.40	---	2.06
Preparation for earnings calls															
	5	2	2	2	0	6	5	6	4	0	0	5	6	1	4
	4.60	6.50	7.00	4.50	---	5.17	4.60	4.17	5.25	---	---	3.00	4.00	7.00	4.50
	1.82	0.71	0.00	3.54	---	2.23	2.30	2.14	2.06	---	---	2.55	2.76	---	2.52

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 8: Marketing Leadership**

**How often are you/your senior marketing leader asked by the CEO or CFO to participate in board meetings and earnings calls? (1=Never, 7=All the time)**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<b>Board meetings</b>															
	0	1	1	4	3	23	15	0	1	5	2	3	5	9	23
	---	5.00	4.00	6.00	5.67	3.96	4.33	---	4.00	5.00	5.50	4.67	4.00	4.00	4.48
	---	---	---	1.41	1.53	2.53	1.95	---	---	2.55	2.12	3.21	2.83	2.55	2.02
<b>Preparation for earnings calls</b>															
	0	1	1	4	3	23	15	0	1	5	2	3	5	9	23
	---	5.00	7.00	4.00	5.00	4.70	4.60	---	7.00	3.80	5.00	5.33	3.20	4.78	4.87
	---	---	---	2.45	2.65	2.24	2.41	---	---	2.39	1.41	1.53	2.49	1.92	2.42

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 8: Marketing Leadership**

**Rate the extent to which you believe your company is transparent with customers about the following topics: (1=Not at all, 7=Very Highly)**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Data collection	157 5.60 1.69	45 5.58 1.66	51 5.63 1.67	44 5.36 1.88	17 6.18 1.29	60 5.75 1.46	48 5.38 1.82	26 5.88 1.70	13 5.15 2.34	7 5.14 1.57	69 5.67 1.61	88 5.55 1.77
Data usage	154 5.42 1.73	43 5.47 1.68	50 5.62 1.70	45 4.98 1.85	16 5.94 1.48	57 5.72 1.45	47 5.13 1.80	26 5.38 1.96	13 5.08 2.33	8 5.25 1.49	67 5.39 1.66	87 5.45 1.80
Partnerships to source to bring products/services to market	153 5.31 1.61	44 5.23 1.51	49 5.59 1.68	44 5.16 1.63	16 5.13 1.67	57 5.51 1.35	47 5.43 1.56	25 4.88 1.96	13 4.46 2.03	8 5.38 1.41	67 5.25 1.62	86 5.36 1.62
Employee welfare	154 4.61 1.96	44 4.45 1.96	50 4.98 2.08	43 4.63 1.65	17 3.88 2.26	58 4.84 1.89	47 4.66 1.78	25 4.84 1.97	13 2.69 1.84	8 4.75 2.43	67 4.84 1.83	87 4.44 2.05
Environment impact	156 4.58 2.12	44 4.39 2.31	50 4.84 2.24	45 4.71 1.78	17 4.00 2.12	58 4.40 2.23	48 4.71 2.03	26 5.31 1.98	13 3.69 1.80	8 4.13 2.64	69 4.87 2.11	87 4.36 2.12
Support of social and political causes	155 3.48 2.21	44 3.07 2.30	51 3.45 2.19	43 3.98 2.09	17 3.35 2.26	59 3.08 2.25	46 3.35 2.13	26 4.35 2.17	13 2.92 1.85	8 4.13 2.10	68 3.47 2.28	87 3.48 2.16
How your company makes money	157 4.87 1.96	44 4.66 2.25	51 5.14 1.80	45 4.93 1.90	17 4.41 1.80	59 4.88 2.09	48 4.96 1.75	26 4.42 2.00	13 4.69 2.06	8 5.13 2.10	69 4.70 2.00	88 5.00 1.93

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 8: Marketing Leadership**

**Rate the extent to which you believe your company is transparent with customers about the following topics: (1=Not at all, 7=Very Highly)**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Data collection	15 5.93 1.62	7 5.00 2.24	15 4.73 2.37 gm	4 6.50 0.58	7 6.00 0.82	8 5.63 1.69	13 6.23 1.01 cjo	14 5.21 1.67 m	15 5.73 1.28	2 4.00 2.83 gm	12 5.92 1.83	7 5.86 1.35	21 6.19 1.08 chjo	4 5.00 1.83	13 4.69 2.29 gm
Data usage	15 5.80 1.61 c	7 4.86 2.41 m	16 4.25 2.21 agiKM	4 6.50 0.58 N	6 5.83 0.98 n	7 4.43 2.37 km	13 6.00 1.29 cn	14 5.00 1.71 km	14 5.71 1.33 cn	2 4.00 2.83 m	12 6.25 1.29 Cfhno	7 5.71 1.25	20 6.25 1.07 bCfhjNO	4 4.25 0.50 DegikM	13 4.69 2.06 kM
Partnerships to source to bring products/services to market	15 5.80 1.52	7 4.71 2.36	16 5.25 1.29	4 5.25 2.36	7 5.71 1.70	8 4.38 1.69 k	12 5.67 1.50	14 4.93 1.54	14 5.57 1.40	2 6.00 1.41	12 6.00 1.54 fo	6 5.83 0.98	21 5.43 1.40	3 4.33 1.15	12 4.33 2.19 k
Employee welfare	15 5.80 1.70 BCjmo	7 2.86 1.86 Ailm	16 3.75 1.69 A	4 5.00 2.16	7 5.00 2.52	8 4.88 1.81	13 4.77 2.13	13 4.46 1.94	14 4.86 1.99 b	2 3.00 1.41 a	12 5.00 2.41	6 5.17 1.17 b	21 4.33 1.65 a	4 5.75 1.89 b	12 4.17 1.99 a
Environment impact	14 5.21 1.76 m	7 3.43 2.15 FgI	16 4.38 1.86 Fi	4 5.00 2.16	7 4.57 1.90 f	8 6.50 0.53 BCeHkIMO	13 5.46 1.76 bmo	14 4.21 2.04 Fi	14 5.86 1.46 BchkMO	2 4.00 4.24	12 3.75 2.70 fi	7 5.43 1.27 fm	21 3.52 2.32 aFgIl	4 5.00 2.16	13 3.62 2.29 FgI
Support of social and political causes	15 3.67 1.72 n	7 2.43 2.15	16 3.94 2.11 n	4 4.75 2.22 n	7 4.29 1.70 N	8 3.00 2.00	13 3.92 2.33 n	13 3.15 2.38	14 3.93 2.34 n	2 4.00 2.83	12 3.08 2.57	7 4.43 1.40 N	21 3.10 2.34	4 1.25 0.50 acdEgiL	12 3.17 2.76
How your company makes money	15 5.47 1.13	7 5.00 1.63	16 4.31 1.99	4 5.00 2.71	7 4.00 2.71	8 5.13 1.73	13 5.54 1.76	14 4.93 2.06	14 4.43 2.34	2 3.00 0.00	12 5.25 1.71	7 5.29 1.38	21 4.86 2.26	4 4.75 1.26	13 4.54 2.40

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 8: Marketing Leadership**

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Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Data collection	21 5.71 1.95	16 5.38 2.09	20 5.05 1.99	25 5.60 1.55	12 4.83 2.04	43 5.84 1.38	19 6.11 1.15	26 5.58 2.10	15 5.20 1.78	27 5.52 1.78	13 5.69 1.18	17 5.12 2.15	13 6.31 1.32	15 5.73 1.16	31 5.74 1.48
Data usage	20 5.85 1.98	16 5.19 2.20	20 4.75 1.89	24 5.63 1.28	12 4.75 2.05	43 5.51 1.59	18 5.78 1.31	25 5.48 2.22	16 4.94 1.81	25 5.32 1.75	13 5.54 1.13	17 5.29 1.99	13 5.85 1.95	15 5.47 1.41	30 5.53 1.43
Partnerships to source to bring products/services to market	21 5.48 1.94	16 5.19 1.76	19 4.79 1.69	25 5.36 1.38	12 4.83 1.85	41 5.46 1.50	18 5.61 1.42	26 5.31 1.87	16 5.69 1.08	25 5.12 1.48	13 5.15 1.52	17 4.94 1.89	13 5.69 2.06	15 5.40 1.68	28 5.36 1.42
Employee welfare	21 4.29 2.63	16 3.31 2.24	19 4.16 2.17	25 4.76 1.59	12 4.50 1.57	41 5.02 1.52	19 5.58 1.64	26 4.19 2.48	16 4.44 2.31	25 4.28 2.15	13 4.31 1.44	17 4.65 1.87	13 5.31 1.60	14 4.93 1.54	30 5.00 1.66
Environment impact	21 3.95 2.62	16 3.25 2.24	20 3.75 2.55	25 4.28 2.11	12 4.67 1.61	42 5.26 1.45	19 6.21 0.98	26 3.85 2.52	16 4.44 2.25	26 3.92 2.40	13 4.15 2.15	16 4.50 2.13	13 5.15 1.34	15 5.53 1.19	31 5.35 1.74
Support of social and political causes	21 3.29 2.33	16 2.19 1.83	20 3.20 2.53	24 2.96 2.27	12 4.17 2.04	42 3.48 1.88	19 5.11 1.79	26 3.50 2.45	15 2.67 1.95	26 2.65 2.13	13 3.54 2.33	17 3.47 2.40	13 3.92 2.18	14 4.36 1.69	31 3.94 2.11
How your company makes money	21 5.29 1.95	16 4.63 2.42	20 4.40 2.06	25 4.32 2.21	12 5.42 1.44	43 5.02 1.71	19 5.00 1.91	26 5.12 2.18	16 4.63 2.06	26 4.77 2.03	13 4.85 1.82	17 4.00 2.24	13 5.54 1.71	15 4.87 2.00	31 5.06 1.65

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 8: Marketing Leadership**

**Do you believe it is appropriate for your brand to take a stance on politically-charged issues?**

N=162	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Yes	25 15.4%	3 6.7% c	9 17.6%	10 21.3% a	3 15.8%	6 10.0%	10 20.0%	4 15.4%	4 26.7%	1 12.5%	8 11.3%	17 18.7%
No	137 84.6%	42 93.3% c	42 82.4%	37 78.7% a	16 84.2%	54 90.0%	40 80.0%	22 84.6%	11 73.3%	7 87.5%	63 88.7%	74 81.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 8: Marketing Leadership**

**Do you believe it is appropriate for your brand to take a stance on politically-charged issues?**

N=162

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	2 13.3%	1 14.3%	3 17.6%	0 0.0%	1 14.3%	2 25.0%	6 42.9% Im	2 14.3%	0 0.0% Go	0 0.0%	1 8.3%	1 14.3%	2 9.5% g	0 0.0%	4 28.6% i
No	13 86.7%	6 85.7%	14 82.4%	5 100.0%	6 85.7%	6 75.0%	8 57.1% Im	12 85.7%	15 100.0% Go	2 100.0%	11 91.7%	6 85.7%	19 90.5% g	4 100.0%	10 71.4% i

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 8: Marketing Leadership**

**Do you believe it is appropriate for your brand to take a stance on politically-charged issues?**

N=162

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	3 14.3%	4 23.5%	3 13.6%	1 4.0%	2 16.7%	7 15.6%	5 26.3%	6 23.1%	2 12.5%	1 3.4%	1 7.7%	1 5.9%	4 28.6%	3 20.0%	7 21.9%
No	18 85.7%	13 76.5%	19 86.4%	24 96.0%	10 83.3%	38 84.4%	14 73.7%	20 76.9%	14 87.5%	28 96.6%	12 92.3%	16 94.1%	10 71.4%	12 80.0%	25 78.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 8: Marketing Leadership**

**Which of the following types of political activism do you think are appropriate for your brand? (check all that you believe are appropriate):**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Encouraging citizens to vote	85 77.3%	27 81.8%	34 82.9%	16 66.7%	8 66.7%	34 77.3%	23 82.1%	15 78.9%	8 72.7%	4 80.0%	37 78.7%	48 76.2%
Supporting a specific piece of legislation	54 49.1%	14 42.4%	20 48.8%	11 45.8%	9 75.0%	26 59.1% c	12 42.9%	6 31.6% a	7 63.6%	1 20.0%	28 59.6%	26 41.3%
Allowing employees to speak out on political issues	35 31.8%	11 33.3%	13 31.7%	6 25.0%	5 41.7%	15 34.1%	10 35.7%	4 21.1%	3 27.3%	1 20.0%	17 36.2%	18 28.6%
Making changes to products and services in response to political issues	21 19.1%	6 18.2%	6 14.6%	6 25.0%	3 25.0%	9 20.5%	3 10.7%	3 15.8%	4 36.4%	2 40.0%	7 14.9%	14 22.2%
Having executives to speak out on political issues	13 11.8%	1 3.0% c	6 14.6%	5 20.8% a	1 8.3%	7 15.9%	5 17.9%	1 5.3%	0 0.0%	0 0.0%	4 8.5%	9 14.3%
Using marketing communications to speak out on political issues	10 9.1%	2 6.1%	3 7.3%	5 20.8%	0 0.0%	3 6.8%	3 10.7%	2 10.5%	2 18.2%	0 0.0%	3 6.4%	7 11.1%
Selecting partners on the basis political stance	6 5.5%	0 0.0% b	5 12.2% a	1 4.2%	0 0.0%	1 2.3% d	1 3.6%	2 10.5%	2 18.2% a	0 0.0%	3 6.4%	3 4.8%
Supporting political campaigns	6 5.5%	2 6.1%	1 2.4%	3 12.5%	0 0.0%	3 6.8%	2 7.1%	1 5.3%	0 0.0%	0 0.0%	2 4.3%	4 6.3%
Encouraging citizens to vote for a particular candidate	1 0.9%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 8: Marketing Leadership**

**Which of the following types of political activism do you think are appropriate for your brand? (check all that you believe are appropriate):**

N=110

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Encouraging citizens to vote	8 72.7%	5 100.0%	3 60.0%	2 100.0%	3 60.0%	4 80.0%	8 88.9%	7 58.3%	8 80.0%	0 0.0%	7 87.5%	5 100.0%	14 82.4%	1 33.3%	10 76.9%
Supporting a specific piece of legislation	7 63.6%	2 40.0%	1 20.0%	1 50.0%	1 20.0%	4 80.0%	6 66.7%	8 66.7%	3 30.0%	0 0.0%	4 50.0%	3 60.0%	7 41.2%	2 66.7%	5 38.5%
Allowing employees to speak out on political issues	3 27.3%	1 20.0%	2 40.0%	0 0.0%	1 20.0%	1 20.0%	6 66.7%	3 25.0%	3 30.0%	0 0.0%	5 62.5%	1 20.0%	8 47.1%	0 0.0%	1 7.7%
Making changes to products and services in response to political issues	1 9.1%	2 40.0%	2 40.0%	0 0.0%	2 40.0%	1 20.0%	3 33.3%	3 25.0%	2 20.0%	0 0.0%	0 0.0%	1 20.0%	2 11.8%	1 33.3%	1 7.7%
Having executives to speak out on political issues	1 9.1%	0 0.0%	1 20.0%	0 0.0%	1 20.0%	2 40.0%	4 44.4%	1 8.3%	0 0.0%	0 0.0%	1 12.5%	1 20.0%	0 0.0%	0 0.0%	1 7.7%
Using marketing communications to speak out on political issues	0 0.0%	2 40.0%	3 60.0%	0 0.0%	1 20.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 5.9%	0 0.0%	1 7.7%
Selecting partners on the basis political stance	1 9.1%	2 40.0%	1 20.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%
Supporting political campaigns	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	2 40.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 5.9%	0 0.0%	0 0.0%
Encouraging citizens to vote for a particular candidate	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 8: Marketing Leadership**

**Which of the following types of political activism do you think are appropriate for your brand? (check all that you believe are appropriate):**

N=110

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Encouraging citizens to vote	14 87.5%	8 61.5%	8 80.0%	11 78.6%	4 66.7%	27 79.4%	13 81.3%	15 78.9%	7 77.8%	12 75.0%	6 85.7%	8 57.1%	7 77.8%	11 84.6%	19 82.6%
Supporting a specific piece of legislation	6 37.5%	9 69.2%	3 30.0%	7 50.0%	2 33.3%	17 50.0%	9 56.3%	8 42.1%	5 55.6%	11 68.8%	1 14.3%	8 57.1%	6 66.7%	4 30.8%	11 47.8%
Allowing employees to speak out on political issues	3 18.8%	5 38.5%	2 20.0%	4 28.6%	3 50.0%	12 35.3%	5 31.3%	4 21.1%	3 33.3%	4 25.0%	2 28.6%	4 28.6%	3 33.3%	6 46.2%	9 39.1%
Making changes to products and services in response to political issues	5 31.3%	4 30.8%	2 20.0%	1 7.1%	1 16.7%	6 17.6%	2 12.5%	5 26.3%	3 33.3%	3 18.8%	0 0.0%	3 21.4%	3 33.3%	2 15.4%	2 8.7%
Having executives to speak out on political issues	2 12.5%	3 23.1%	1 10.0%	0 0.0%	0 0.0%	3 8.8%	4 25.0%	3 15.8%	1 11.1%	1 6.3%	0 0.0%	1 7.1%	2 22.2%	1 7.7%	4 17.4%
Using marketing communications to speak out on political issues	2 12.5%	3 23.1%	1 10.0%	1 7.1%	1 16.7%	2 5.9%	0 0.0%	4 21.1%	1 11.1%	0 0.0%	2 28.6%	0 0.0%	2 22.2%	1 7.7%	0 0.0%
Selecting partners on the basis political stance	1 6.3%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 5.9%	1 6.3%	2 10.5%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	1 7.7%	1 4.3%
Supporting political campaigns	0 0.0%	0 0.0%	1 10.0%	1 7.1%	0 0.0%	2 5.9%	2 12.5%	0 0.0%	1 11.1%	0 0.0%	1 14.3%	0 0.0%	2 22.2%	0 0.0%	2 8.7%
Encouraging citizens to vote for a particular candidate	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 9: Marketing Growth**

**By what percent are revenues in this market growing or decreasing in size?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	218	67	61	67	23	79	63	41	19	10	94	123
Mean	7.92	10.21	8.54	6.70	3.17	13.94	4.94	3.15	4.42	-0.60	8.60	7.35
SD	24.54	26.22	28.12	22.06	14.71	31.65	18.45	15.83	13.91	29.30	24.99	24.37
						bc	a	a				

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 9: Marketing Growth**

**By what percent are revenues in this market growing or decreasing in size?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	21	8	27	6	7	7	19	20	21	2	16	7	31	6	20
Mean	18.29	-8.75	3.52	-0.67	10.86	12.00	7.79	18.95	2.05	-7.00	10.31	2.57	17.48	-7.50	-3.70
SD	27.42	16.99	13.17	11.79	11.80	18.58	14.82	31.91	20.81	4.24	23.02	40.09	32.70	20.78	16.55
	bcinO	acefghm	abhm		bo	bo	bo	bcO	a		o		bco	a	AefgHkm

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 9: Marketing Growth**

**By what percent are revenues in this market growing or decreasing in size?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	24	19	28	35	15	62	34	30	16	40	15	23	20	23	51
Mean	6.38	8.21	13.11	8.37	7.20	7.69	5.09	8.03	13.25	6.57	15.80	14.00	9.00	4.74	3.20
SD	36.91	20.94	40.18	16.05	11.85	22.75	11.53	33.62	30.37	30.39	20.42	21.20	25.54	15.81	14.63
											H	h			De

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 9: Marketing Growth**

**Will you use a channel or go directly to market?**

N=260	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Uses channel partners	160 61.5%	48 61.5%	37 50.7% c	53 68.8% b	21 67.7%	52 55.3%	50 69.4%	28 62.2%	15 60.0%	6 54.5%	70 64.2%	88 59.1%
Does not use channel partners	100 38.5%	30 38.5%	36 49.3% c	24 31.2% b	10 32.3%	42 44.7%	22 30.6%	17 37.8%	10 40.0%	5 45.5%	39 35.8%	61 40.9%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 9: Marketing Growth**

**Will you use a channel or go directly to market?**

N=260

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Uses channel partners	17 70.8%	4 40.0%	21 67.7%	5 55.6%	2 28.6% gh	7 70.0%	18 75.0% el	19 76.0% el	14 60.9%	1 50.0%	10 50.0%	2 28.6% gh	21 58.3%	3 37.5%	15 65.2%
Does not use channel partners	7 29.2%	6 60.0%	10 32.3%	4 44.4%	5 71.4% gh	3 30.0%	6 25.0% el	6 24.0% el	9 39.1%	1 50.0%	10 50.0%	5 71.4% gh	15 41.7%	5 62.5%	8 34.8%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 9: Marketing Growth**

**Will you use a channel or go directly to market?**

N=260

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Uses channel partners	12 44.4% dg	8 38.1% dfg	17 53.1%	29 70.7% ab	10 62.5%	49 65.3% b	32 71.1% ab	17 51.5%	8 44.4%	26 57.8%	9 50.0%	18 66.7%	17 73.9%	17 65.4%	48 68.6%
Does not use channel partners	15 55.6% dg	13 61.9% dfg	15 46.9%	12 29.3% ab	6 37.5%	26 34.7% b	13 28.9% ab	16 48.5%	10 55.6%	19 42.2%	9 50.0%	9 33.3%	6 26.1%	9 34.6%	22 31.4%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 9: Marketing Growth**

**Allocate 100 points to reflect your company's spending in each of the four growth strategies during the prior 12 months.**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Existing products/ services in existing markets	134 57.42 26.59	43 56.40 26.64	41 53.73 26.82	36 60.69 24.38	14 62.93 31.93	54 61.04 26.04	39 53.08 29.12	18 48.61 24.30	12 60.67 26.63	8 62.50 19.64	60 53.22 27.62	74 60.82 25.41
New products/services in existing markets	134 19.22 18.35	43 22.84 22.49	41 19.34 15.00	36 15.56 15.85	14 17.14 18.86	54 17.63 17.03	39 19.62 19.61	18 23.61 23.00	12 22.17 18.47	8 14.00 10.04	60 22.05 21.04	74 16.92 15.61
Existing products/ services in new markets	134 16.97 17.79	43 15.42 18.62	41 19.76 18.51	36 16.81 14.15	14 14.00 22.01	54 16.00 16.13	39 19.87 20.85	18 20.28 20.76	12 8.92 9.75	8 17.88 14.55	60 17.25 17.13	74 16.74 18.43
New products/services in new markets	134 6.40 8.92	43 5.35 7.51	41 7.17 9.61	36 6.94 10.02	14 5.93 8.40	54 5.33 8.41	39 7.44 9.66	18 7.50 8.95	12 8.25 10.72	8 5.63 7.29	60 7.48 10.27	74 5.51 7.62

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 9: Marketing Growth**

**Allocate 100 points to reflect your company's spending in each of the four growth strategies during the prior 12 months.**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Existing products/ services in existing markets	12 55.83 27.95	5 61.00 36.81	13 63.46 18.97	3 56.67 35.12	7 54.29 19.67	6 51.67 31.09	11 55.09 24.04	12 57.92 28.00	15 54.00 22.77	2 30.00 28.28	10 62.80 23.04	5 61.00 43.21	20 65.00 26.31	4 50.00 32.66	9 47.78 35.19
			j							c					
New products/services in existing markets	12 12.25 8.25	5 5.00 7.07	13 16.54 11.07	3 14.33 14.01	7 19.29 12.39	6 20.00 17.03	11 24.09 19.73	12 20.83 23.63	15 22.67 19.44	2 45.00 63.64	10 15.30 14.71	5 11.00 21.91	20 20.50 16.13	4 28.75 34.73	9 23.56 19.88
		cem	b		b								b		
Existing products/ services in new markets	12 22.33 21.59	5 30.00 27.39	13 14.23 11.70	3 22.33 16.62	7 17.14 16.80	6 20.00 14.49	11 13.55 11.28	12 15.42 15.59	15 16.67 17.90	2 25.00 35.36	10 15.00 17.00	5 22.00 28.42	20 8.75 13.85	4 15.00 17.32	9 26.11 24.97
		m	m										abo		m
New products/services in new markets	12 9.58 13.22	5 4.00 5.48	13 5.77 6.07	3 6.67 5.77	7 9.29 7.32	6 8.33 9.83	11 7.27 9.32	12 5.83 10.41	15 6.67 6.99	2 0.00 0.00	10 6.90 11.57	5 6.00 8.94	20 5.75 9.90	4 6.25 9.46	9 2.56 6.62

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 9: Marketing Growth**

**Allocate 100 points to reflect your company's spending in each of the four growth strategies during the prior 12 months.**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Existing products/ services in existing markets	18 57.94 23.58	13 65.00 26.06	20 56.50 23.85	25 62.00 25.00	10 45.00 27.28	35 53.14 29.61	12 59.67 28.28	22 56.95 22.96	16 62.19 24.90	24 59.38 27.52	11 59.55 29.45	16 49.38 27.56	12 59.17 33.56	12 47.08 25.00	21 61.95 26.12
New products/services in existing markets	18 18.78 16.39	13 12.92 13.27	20 21.50 19.20	25 19.76 19.38	10 23.50 25.06	35 20.71 19.89	12 15.42 11.77	22 18.55 16.40	16 17.19 15.27	24 21.96 23.97	11 19.09 24.78	16 22.50 20.17	12 15.42 17.25	12 22.08 15.29	21 16.43 13.15
Existing products/ services in new markets	18 14.44 17.23	13 15.92 14.59	20 17.50 15.52	25 13.92 14.96	10 24.50 26.71	35 19.43 21.03	12 15.33 12.23	22 15.00 14.80	16 17.81 15.27	24 13.13 13.07	11 15.91 18.55	16 23.13 24.21	12 20.42 24.07	12 25.00 24.59	21 12.10 10.83
New products/services in new markets	18 8.83 9.93	13 6.15 8.45	20 4.50 9.45	25 4.32 5.65	10 7.00 7.15	35 6.71 10.21	12 9.58 10.10	22 9.50 9.75	16 2.81 5.47	24 5.54 9.38	11 5.45 6.88	16 5.00 6.32	12 5.00 11.87	12 5.83 9.73	21 9.52 9.34
				g			d	b	ah					h	g

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 9: Marketing Growth**

**Percent Sales Online: Average Scores**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Internet sales	247	71	69	76	30	94	72	45	25	11	102	143
percent	15.93	9.63	15.98	20.44	17.43	0.00	5.10	24.68	65.84	73.83	11.02	18.90
	23.96	18.51	26.94	23.55	25.25	0.00	3.32	8.69	9.56	0.00	19.16	26.09
		C		A			CDE	BDE	BCE	BCD	b	a

**Percent Online Sales: Buckets**

	Total	Primary Economic Sector				Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	Yes	No
		A	B	C	D	A	B
0%	94 38.1%	35 49.3%	35 50.7%	13 17.1%	11 36.7%	43 42.2%	51 35.7%
		C	C	ABd	c		
1-10%	72 29.1%	20 28.2%	15 21.7%	28 36.8%	9 30.0%	32 31.4%	40 28.0%
			c	b			
11-49%	45 18.2%	11 15.5%	6 8.7%	24 31.6%	4 13.3%	20 19.6%	24 16.8%
		c	C	aB			
50-99%	25 10.1%	3 4.2%	8 11.6%	8 10.5%	5 16.7%	6 5.9%	18 12.6%
		d		a			
100%	11 4.5%	2 2.8%	5 7.2%	3 3.9%	1 3.3%	1 1.0%	10 7.0%
						b	a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



**Topic 9: Marketing Growth**

**Percent Sales Online: Average Scores**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Internet sales percent	22 16.48 26.38 Egh	9 22.48 26.89 GH	31 20.13 20.37 EGHI	9 33.44 28.03 fGHL	7 52.74 36.03 ACFGHIKL MnO	10 6.70 11.21 dE	22 3.14 7.50 aBCDEikm O	22 2.86 6.83 aBCDEikm O	22 15.26 23.89 Egh	2 8.50 9.19 1	20 16.38 26.44 Egh	7 1.00 1.91 cDEjo	32 16.56 28.79 Egh	8 11.25 17.00 e	23 21.58 21.89 EGHI

**Percent Online Sales: Buckets**

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
0%	8 36.4% Cdh	1 11.1% gHklm	2 6.5% AFGHiKL M	0 0.0% afGHKLM	2 28.6% h	5 50.0% Cdo	14 63.6% bcdiO	16 72.7% aBCDEljnO	7 31.8% cgH	0 0.0% h	12 60.0% bcDO	5 71.4% bCDO	18 56.3% bCDO	2 25.0% h	2 8.7% afGHKLM
1-10%	7 31.8%	4 44.4% k	15 48.4% ehKM	3 33.3%	0 0.0% cn	3 30.0%	6 27.3%	4 18.2% c	8 36.4%	1 50.0%	2 10.0% bCn	2 28.6%	5 15.6% Cn	4 50.0% ekm	8 34.8%
11-49%	3 13.6%	2 22.2%	11 35.5% ghkm	3 33.3%	0 0.0%	2 20.0%	2 9.1% co	2 9.1% co	4 18.2%	1 50.0%	2 10.0% co	0 0.0%	3 9.4% co	1 12.5%	9 39.1% ghkm
50-99%	2 9.1% e	2 22.2% gh	2 6.5% de	3 33.3% cGH	3 42.9% acfGHim	0 0.0% e	0 0.0% bDE	0 0.0% bDE	2 9.1% e	0 0.0%	3 15.0%	0 0.0%	3 9.4% e	1 12.5%	3 13.0%
100%	2 9.1%	0 0.0%	1 3.2% e	0 0.0%	2 28.6% cgh	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	1 5.0%	0 0.0%	3 9.4%	0 0.0%	1 4.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 9: Marketing Growth**

**Percent Sales Online: Average Scores**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Internet sales percent	27 28.25 32.97 FG	21 19.65 29.51 g	31 18.44 28.64	40 14.89 23.74	16 15.96 21.75	70 12.50 18.13 A	40 8.47 13.36 Ab	33 26.71 32.23 gH	18 17.53 28.03	45 18.86 28.28	16 10.83 19.29	27 13.28 25.01	20 20.90 23.48 gh	25 9.40 12.27 af	63 11.19 15.89 Af

**Percent Sales Online: Buckets**

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
0%	10 37.0%	13 61.9% EFg	13 41.9% e	22 55.0% Efg	2 12.5% BcD	21 30.0% Bd	13 32.5% bd	12 36.4%	9 50.0%	23 51.1% fh	7 43.8%	14 51.9% fh	4 20.0% ce	8 32.0%	17 27.0% ce
1-10%	4 14.8% Efg	1 4.8% cEFG	9 29.0% b	5 12.5% EFG	9 56.3% ABD	28 40.0% aBD	16 40.0% aBD	7 21.2%	3 16.7%	8 17.8% gh	4 25.0%	8 29.6%	7 35.0%	11 44.0% c	24 38.1% c
11-49%	3 11.1%	2 9.5%	3 9.7%	8 20.0%	3 18.8%	16 22.9%	10 25.0%	3 9.1% h	3 16.7%	4 8.9% H	4 25.0% e	1 3.7% dfgH	5 25.0% e	6 24.0% e	19 30.2% aCE
50-99%	6 22.2% fg	4 19.0% g	2 6.5%	4 10.0%	2 12.5%	5 7.1% a	1 2.5% ab	6 18.2% gh	1 5.6%	7 15.6% gh	1 6.3%	4 14.8% h	4 20.0% gh	0 0.0% acf	2 3.2% acef
100%	4 14.8% Fg	1 4.8%	4 12.9% Fg	1 2.5%	0 0.0%	0 0.0% AC	0 0.0% ac	5 15.2% egh	2 11.1%	3 6.7%	0 0.0%	0 0.0% a	0 0.0%	0 0.0% a	1 1.6% a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**Compared to 2023, rate your company's performance during the prior 12 months.**

Number Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Customer retention	129 10.50 23.98	39 13.90 28.28 c	40 17.17 30.01 C	37 2.97 7.37 aB	13 1.15 7.37	48 14.67 28.99	39 5.87 20.75	20 10.65 23.35	12 4.33 6.40	8 9.75 9.05	58 6.38 20.48	71 13.86 26.16
Brand value	126 8.90 17.07	38 15.21 20.58 C	39 8.15 19.33	36 3.42 8.00 A	13 7.92 11.79	48 10.17 16.55	40 7.53 13.51	18 11.06 24.66	11 2.45 7.20	8 13.25 25.83	57 7.04 14.23	69 10.45 19.07
Sales revenue	134 8.81 22.46	40 14.10 26.99	42 7.26 23.11	38 5.42 16.61	14 7.57 19.37	49 13.12 26.48	42 7.29 20.83	20 4.85 10.35	13 0.38 21.60	8 14.75 27.93	61 7.64 17.39	73 9.79 26.03
Profits	129 7.42 23.32	39 14.03 24.88 b	41 1.78 25.83 a	36 6.00 17.27	13 9.31 22.07	48 11.19 26.81	41 2.90 17.01	19 7.11 12.36	11 3.00 38.03	8 15.75 25.87	59 7.85 20.31	70 7.06 25.72
Customer acquisition	128 6.95 17.25	38 10.11 19.52	40 6.50 17.27	37 4.92 15.38	13 4.92 15.65	47 6.74 17.80	39 6.00 13.56	20 3.75 7.09	12 6.83 16.49	8 20.88 38.66	57 4.16 8.49	71 9.20 21.69

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**Compared to 2023, rate your company's performance during the prior 12 months.**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Customer retention	10 5.80 10.46	6 12.50 30.68	13 3.85 6.19 i	4 -1.50 6.24	7 15.14 26.84	7 6.57 30.62	9 1.33 4.58	11 15.27 30.44	14 24.43 33.44	2 -2.50 3.54	10 18.40 30.89	5 6.00 8.94	18 12.72 31.32	4 3.25 5.56	9 5.78 9.85
Brand value	10 10.80 22.90	6 6.33 7.66	12 3.42 9.82	4 10.00 14.14	7 4.29 7.32	7 3.71 9.83	9 10.56 13.11	11 1.64 12.27	13 15.31 26.75	2 0.00 7.07	10 15.00 26.03	5 10.80 11.34	18 14.17 19.03	4 8.25 8.88	8 4.38 13.04
Sales revenue	11 9.91 28.88	6 18.50 37.74	13 3.00 16.42	5 -5.60 15.14 eg	7 12.29 12.43 dn	7 -2.57 13.09 g	10 12.10 12.15 dfn	12 11.17 27.60	14 12.07 20.47	2 -10.00 0.00	10 17.90 23.97	5 8.60 16.12	18 12.78 31.49	4 -6.25 10.44 eg	10 5.10 8.88
Profits	11 10.64 40.02	6 9.00 40.35	13 9.15 17.05	4 3.25 12.47	7 7.14 6.99	7 -5.00 17.80 m	10 6.70 16.23	11 2.00 31.98	14 7.79 10.74	2 10.00 14.14	10 10.00 25.97	5 5.60 8.32	18 18.00 26.32 f	4 -6.75 22.56	7 -0.57 7.63
Customer acquisition	10 17.50 31.27	6 18.00 28.83	13 3.77 12.25	4 -1.25 19.31	7 14.00 14.88 f	7 -0.71 7.52 eik	9 4.11 7.15	11 3.00 22.70	14 7.43 8.53 f	2 2.50 3.54	10 6.60 6.24 f	5 7.60 7.83	17 8.59 23.74	4 4.00 1.15	9 2.78 8.47

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**Compared to 2023, rate your company's performance during the prior 12 months.**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Customer retention	19	13	19	21	10	35	12	22	15	24	10	14	11	12	21
	22.95	7.54	14.26	16.10	0.60	5.20	1.92	21.50	22.53	8.38	7.50	8.00	0.18	1.42	6.48
	32.55	25.68	27.79	30.11	5.82	14.69	3.03	30.58	33.00	24.61	23.88	20.53	4.02	6.53	17.20
	eFg				a	A	a	fg	fg				ab	ab	
Brand value	19	13	19	21	10	32	12	22	16	24	9	14	10	12	19
	17.53	8.85	8.11	10.57	7.10	5.88	3.25	16.77	11.44	13.08	7.00	2.79	3.70	4.17	3.53
	23.95	16.60	20.10	22.84	8.09	8.34	3.72	23.24	19.10	22.12	11.00	11.83	3.97	8.21	7.99
	f					a	eh					a		a	
Sales revenue	19	14	19	23	10	35	14	22	16	25	10	15	11	12	23
	14.89	-3.43	11.11	12.39	6.70	8.43	6.29	13.55	10.69	6.32	10.60	10.93	7.18	4.92	6.35
	34.66	22.12	29.21	18.60	9.33	18.14	7.93	32.93	24.26	27.27	13.02	24.70	10.32	13.76	12.14
		d		b											
Profits	19	13	19	21	10	33	14	22	15	24	10	14	10	12	22
	5.16	3.85	5.95	13.76	7.00	8.91	3.07	6.18	1.33	10.17	16.60	5.00	8.70	5.17	7.82
	34.28	26.97	27.83	20.72	11.63	20.98	5.62	33.52	27.49	24.48	17.49	16.49	23.75	15.56	16.68
Customer acquisition	19	12	19	21	10	35	12	22	15	23	10	14	11	12	21
	20.53	-4.33	7.26	7.62	4.60	5.00	2.75	21.09	5.13	5.35	6.20	-0.43	1.55	5.58	4.10
	20.64	18.97	26.60	17.00	8.38	5.97	5.69	23.62	17.78	22.36	6.32	15.32	7.08	4.19	6.14
	BdeFG	Af		a	a	Ab	A	bcEfgH	a	a		A	a	a	A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**Which best describes how your company shows the short-term impact of marketing spend on your business?**

N=141

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
We prove the impact quantitatively	77 54.6%	21 50.0%	20 45.5%	25 62.5%	11 73.3%	27 50.9%	23 51.1%	11 55.0%	7 58.3%	6 75.0%	30 47.6%	47 60.3%
We have a good qualitative sense of the impact, but not a quantitative impact	45 31.9%	17 40.5%	18 40.9%	9 22.5%	1 6.7%	20 37.7%	15 33.3%	7 35.0%	2 16.7%	1 12.5%	25 39.7%	20 25.6%
We haven't been able to show the impact yet	19 13.5%	4 9.5%	6 13.6%	6 15.0%	3 20.0%	6 11.3%	7 15.6%	2 10.0%	3 25.0%	1 12.5%	8 12.7%	11 14.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 10: Marketing Performance**

**Which best describes how your company shows the short-term impact of marketing spend on your business?**

N=141

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We prove the impact quantitatively	6 50.0%	4 66.7%	9 64.3% i	3 75.0%	5 71.4% i	4 50.0%	6 54.5%	8 61.5% i	3 20.0% cehM	1 50.0%	4 40.0%	2 40.0%	14 70.0% I	3 75.0%	5 50.0%
We have a good qualitative sense of the impact, but not a quantitative impact	4 33.3%	1 16.7%	4 28.6%	1 25.0%	1 14.3% i	3 37.5%	3 27.3%	3 23.1% i	10 66.7% ehmno	1 50.0%	4 40.0%	3 60.0%	5 25.0% i	0 0.0% i	2 20.0% i
We haven't been able to show the impact yet	2 16.7%	1 16.7%	1 7.1%	0 0.0%	1 14.3%	1 12.5%	2 18.2%	2 15.4%	2 13.3%	0 0.0%	2 20.0%	0 0.0%	1 5.0%	1 25.0%	3 30.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**Which best describes how your company shows the short-term impact of marketing spend on your business?**

N=141

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
We prove the impact quantitatively	10 52.6%	6 46.2%	9 45.0%	14 58.3%	4 36.4%	23 60.5%	10 66.7%	13 59.1%	6 37.5% d	9 34.6% Dh	9 90.0% bCg	10 62.5%	8 66.7%	6 42.9% d	16 64.0% c
We have a good qualitative sense of the impact, but not a quantitative impact	5 26.3%	4 30.8%	10 50.0%	7 29.2%	4 36.4%	10 26.3%	5 33.3%	6 27.3%	6 37.5%	14 53.8% def	1 10.0% c	3 18.8% c	2 16.7% c	6 42.9%	7 28.0%
We haven't been able to show the impact yet	4 21.1%	3 23.1%	1 5.0%	3 12.5%	3 27.3% g	5 13.2%	0 0.0% e	3 13.6%	4 25.0%	3 11.5%	0 0.0%	3 18.8%	2 16.7%	2 14.3%	2 8.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



 **Topic 10: Marketing Performance**

**Which best describes how your company shows the long-term impact of marketing spend on your business?**

N=141

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
We prove the impact quantitatively	59 41.8%	17 40.5%	14 31.8%	19 47.5%	9 60.0%	22 41.5%	16 35.6%	10 50.0%	5 41.7%	3 37.5%	26 41.3%	33 42.3%
We have a good qualitative sense of the impact, but not a quantitative impact	51 36.2%	14 33.3%	21 47.7%	13 32.5%	3 20.0%	21 39.6%	18 40.0%	6 30.0%	4 33.3%	2 25.0%	25 39.7%	26 33.3%
We haven't been able to show the impact yet	31 22.0%	11 26.2%	9 20.5%	8 20.0%	3 20.0%	10 18.9%	11 24.4%	4 20.0%	3 25.0%	3 37.5%	12 19.0%	19 24.4%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**Which best describes how your company shows the long-term impact of marketing spend on your business?**

N=141

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We prove the impact quantitatively	3 25.0%	3 50.0%	5 35.7%	2 50.0%	3 42.9%	4 50.0%	7 63.6% i	7 53.8%	3 20.0% gm	1 50.0%	3 30.0%	2 40.0%	11 55.0% i	1 25.0%	4 40.0%
We have a good qualitative sense of the impact, but not a quantitative impact	3 25.0% k	1 16.7%	6 42.9%	2 50.0%	3 42.9%	1 12.5% k	3 27.3%	4 30.8%	6 40.0%	0 0.0%	7 70.0% af	3 60.0%	7 35.0%	2 50.0%	3 30.0%
We haven't been able to show the impact yet	6 50.0% gkm	2 33.3%	3 21.4%	0 0.0%	1 14.3%	3 37.5% k	1 9.1% a	2 15.4%	6 40.0% km	1 50.0% k	0 0.0% afij	0 0.0%	2 10.0% ai	1 25.0%	3 30.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**Which best describes how your company shows the long-term impact of marketing spend on your business?**

N=141

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
We prove the impact quantitatively	3 15.8% dF	5 38.5%	6 30.0%	13 54.2% a	4 36.4%	20 52.6% A	7 46.7%	8 36.4% D	2 12.5% Dfgh	8 30.8% D	9 90.0% ABCeh	6 37.5% d	6 50.0% b	8 57.1% b	12 48.0% bd
We have a good qualitative sense of the impact, but not a quantitative impact	13 68.4% dF	5 38.5%	9 45.0%	7 29.2% a	4 36.4%	8 21.1% A	5 33.3%	11 50.0% Dg	9 56.3% Dg	12 46.2% d	0 0.0% ABce	7 43.8% d	3 25.0%	2 14.3% ab	7 28.0%
We haven't been able to show the impact yet	3 15.8%	3 23.1%	5 25.0%	4 16.7%	3 27.3%	10 26.3%	3 20.0%	3 13.6%	5 31.3%	6 23.1%	1 10.0%	3 18.8%	3 25.0%	4 28.6%	6 24.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?**

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	132	39	40	38	15	48	42	19	12	8	59	73
Mean	32.72	26.08	27.33	41.08	43.20	28.60	36.07	37.42	20.50	42.63	28.36	36.25
SD	26.67	24.30	25.33	25.89	31.33	26.91	26.58	29.13	16.28	25.17	24.83	27.74
		cd	c	ab	a				e	d		

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Topic 10: Marketing Performance**

**In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	10	6	12	4	7	7	9	13	14	2	10	5	19	4	10
Mean	43.00	23.33	43.75	55.50	25.86	17.57	39.22	21.15	22.07	15.00	18.00	42.00	37.37	49.00	43.50
SD	29.84	9.75	28.94	33.68	12.58	12.14	30.93	12.09	25.64	7.07	24.84	24.65	30.09	31.63	30.49
	h		fhk	fHik		cdln		acDlno	d		cd	fh		fh	h

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

 **Topic 10: Marketing Performance**

**In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	19	12	19	21	10	37	13	22	16	22	9	15	12	13	23
Mean	25.11	25.33	35.53	28.86	33.70	35.22	43.85	29.64	28.00	28.73	16.11	34.00	31.67	25.23	53.22
SD	20.63	24.45	30.63	24.96	30.65	25.32	33.94	24.64	27.84	26.30	5.93	25.94	25.74	14.45	30.89
								H	h	H	H		h	H	AbCdFG

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

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